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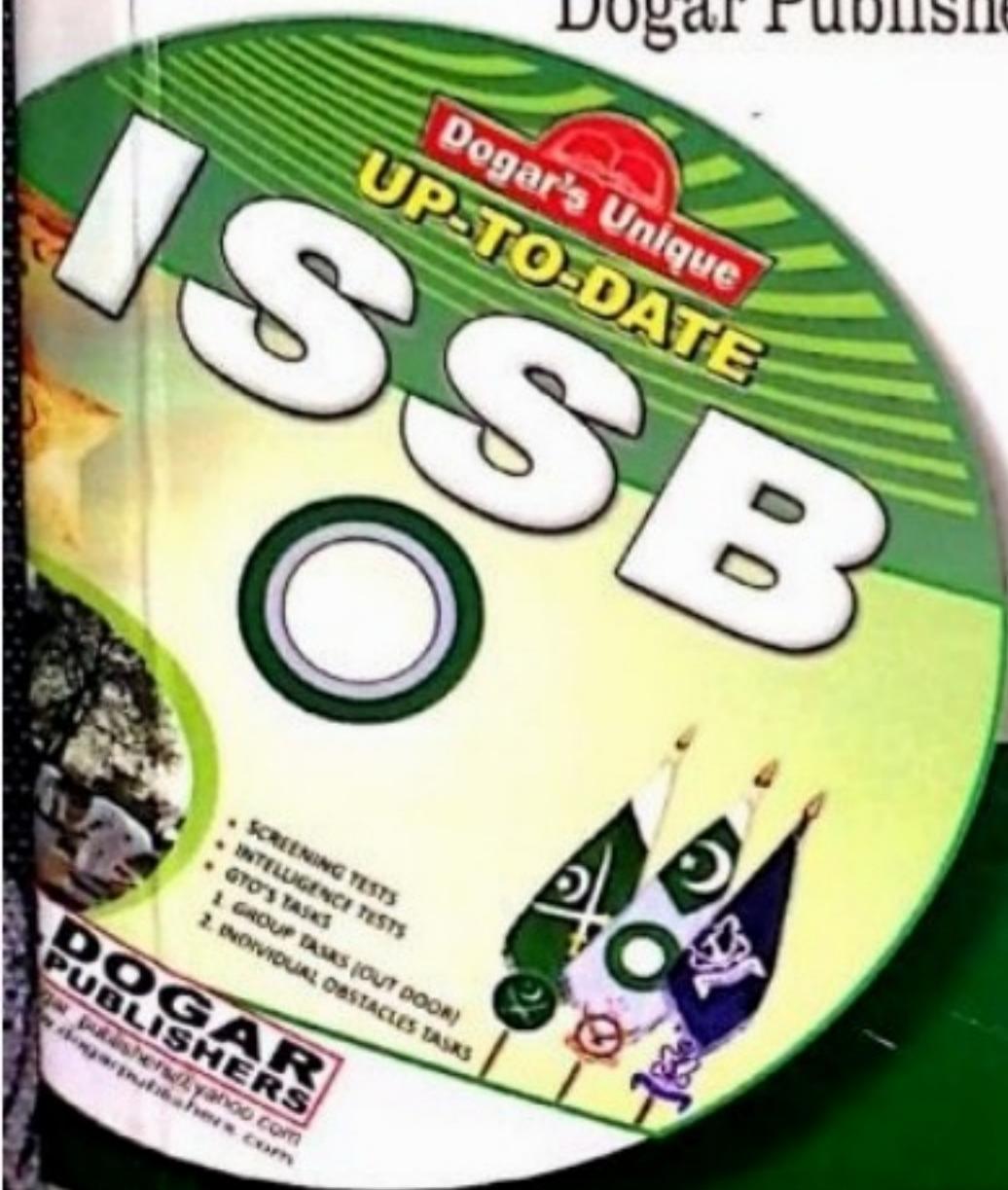
Comprehensive

ISSR Tests
INTER SERVICES SELECTION BOARD

Guide

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ISSB - Selection System

AIM OF ISSB

- ◆ Aim of Inter Services Selection Board (ISSB) is to select potential officers for the defence forces of Pakistan who have the requisite capabilities to successfully complete their course of training at the Military Academies and also possess physical, mental, social and dynamic qualities to make successful leaders during peace and war.
- ◆ Inter Services Selection Board (ISSB) caters for selection of candidates for training as potential officers for all the three Services of Pakistan. Services Headquarters, however, plans the total number of candidates to be tested/inducted in various courses as per their overall requirement/schedule.



❖ Three Dimensional Selection Technique:

- ◆ The selection technique followed by the ISSB is three dimensional. All candidates appearing before the ISSB are to take three different types of tests, i.e., psychological tests, GTO tests and Interview.
- ◆ The Psychologist Officers, Group Testing Officers and the Deputy Presidents, who are specialists in their respective fields, administer these tests.
- ◆ They assess you in order to determine who amongst you possesses the potential for leading the military outfits in peace and war.

I. PSYCHOLOGICAL TESTS

- ◆ These tests include intelligence and personality tests and are held on the morning of the first day.

❖ Intelligence Tests:

- ◆ These tests are of two main types; verbal and non verbal. Candidates who fail to come up to the minimum standards are screened out. They are allowed to proceed back to their homes after the test on the first day.

❖ Mechanical Aptitude Test:

- ◆ It is designed to assess candidates' basic mechanical sense.

❖ Personality Tests:

- ◆ These are written tests of analytical/ projective type.

2. OUT DOOR TESTS

(X) Out Door Tests:

- Group Tests: In group tests, the candidates are put through a number of standardized situations to find out the degree of officer like qualities in a candidate i.e., team spirit, initiative, resourcefulness etc, and whether the candidate's personality fits him for a practical role that an officer has to play in the Armed Forces. For these tests, the candidates are divided into groups. The tests include:-

(X) Group Discussion:

- Informal discussions are conducted in a group on given subjects.

(X) Group Planning:

- A group plan for a given problem on the model is to be evolved.

(X) Group Tasks:

- Three group tasks are conducted in which candidates are presented practical situation and left to solve these. Normally, these comprise obstacles over which the group is required to carry objects of sufficient bulk and weight. These tasks include progressive group task half group task and final group task.

(X) Command Tasks:

- Each candidate is in turn appointed the commander of the group and given a practical task requiring several men.

(X) Individual Obstacles:

- Simple obstacles which a candidate is required to tackle.

3. INTERVIEWS

- Interviewer assesses the candidates in an informal and objective manner. The questions would mainly pertain to the candidate's life, academics, awareness and general aspects requiring the candidates' views.

4. TESTING PROGRAMME

(X) Arrival Day

- Reception
- Checking of Documents
- Allotment of ID / Chest Numbers
- Photographs
- Administration Staff's Address
- Completion of Board Questionnaires

1st Day

- Opening Address by a Deputy President
- Intelligence Tests
- Announcement of Screening Out Result
- Remaining Psychological Tests
- (Screened out candidates will not attend the subsequent tests)

2nd Day

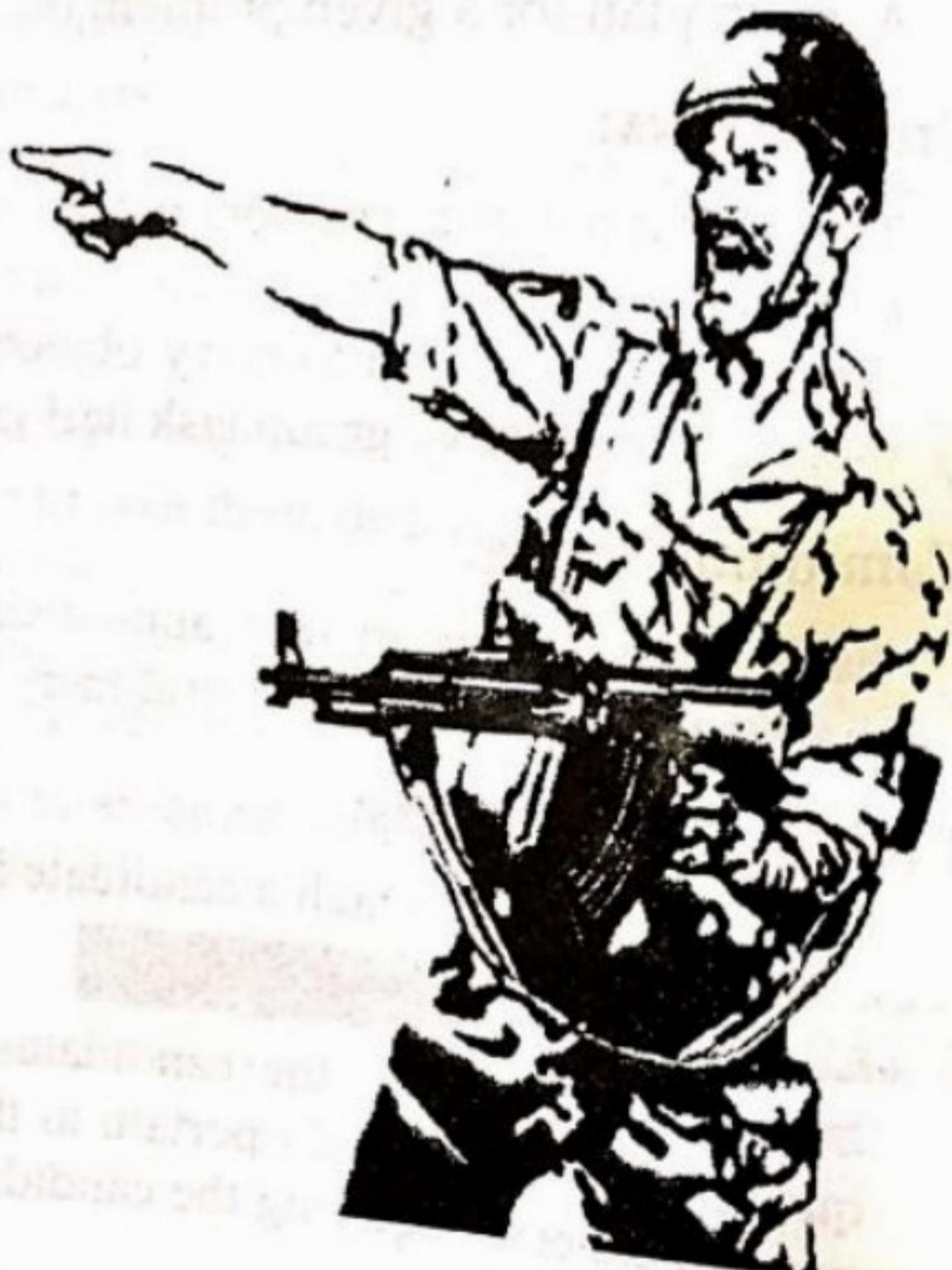
- Briefing
- Indoor Tasks
- Group Discussion
- Group Planning
- Outdoor Tasks
- Progressive Group Task (PGT)
- Half Group Task (HGT)
- Interviews

3rd Day

- Individual Obstacles
- Command Task
- Final Group Task (FGT)
- Interviews (leftovers)

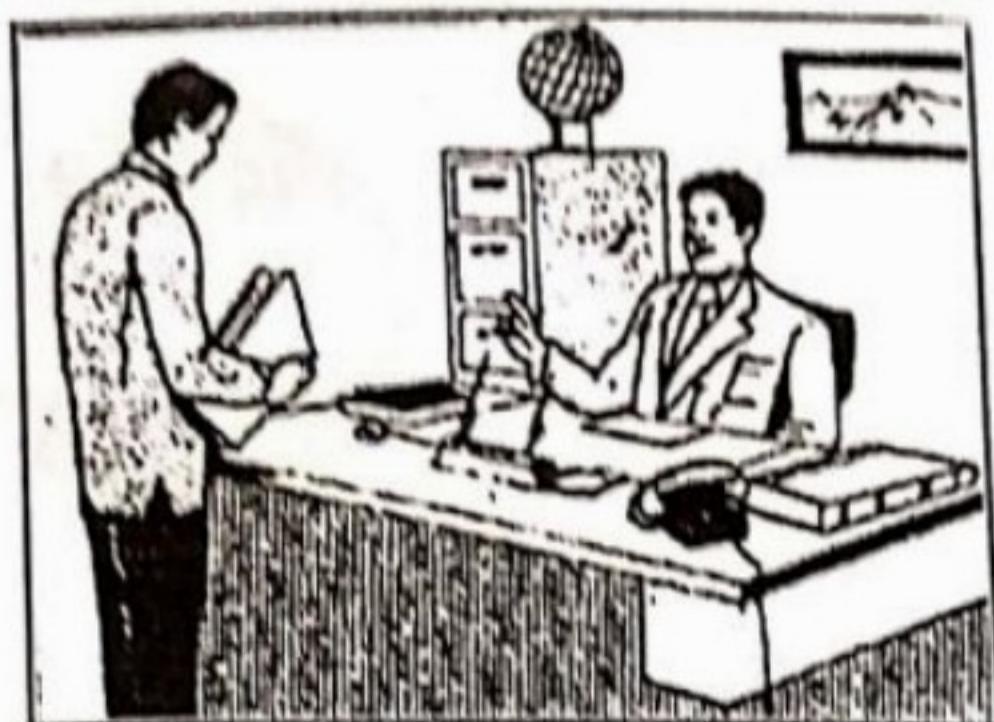
4th Day

- Conferences
- Preparation of All the Results
- Dispersal of Candidates



ISSB - Guidelines

At ISSB, the Selection Board is looking for alert, motivated candidates who have the potential to complete the long, arduous and extensive training which faces all newly commissioned officers in the service. The Selection Board is looking for many things, such as clear thinking, the ability to remain calm under stress and strain, team skills and willingness to participate. They don't want you to display rashness or aggression; neither do they want you to be dull or spiritless. Be honest, straightforward and frank. Don't display over-consciousness, false projection or superficial behaviour. Over the years some private institutions and coaching centers have mushroomed in the country to train the candidates for passing ISSB tests. You are advised not to join these for training and guidance. The training imparted in these centers is too restricted and brings in rigidity in thought process.



SOME USEFUL TIPS

Appearance

- You can tell a lot from a person's appearance. Show as you have got a sense of personal pride.

Self Confidence

- Self-confidence and maturity are largely the product of experience. You can strengthen these qualities by participating in-group activities, taking on responsibility and exercising independence.

Expressions

- They look for people with good expression, may it be Urdu or English, clear direction, a good vocabulary and sense of grammar. Try to develop these by joining in debates and group discussions.

Academic Ability

- Good academic results mean you will be good at absorbing the training of advanced and sophisticated equipments. Make your English and Mathematics sound.

Leadership

- If you possess the above qualities, you will have a greater potential for leadership training. Try and seek out positions of responsibility in academic, youth, social or sports activities.

Fitness

- Take adequate physical exercise in the run up before you report at the ISSB.

Motivation

- You should be convincing and sincere in your reasons for wanting to join armed forces. Make sure you really know for what and why you are applying.

Awareness

- They are looking for people with an awareness of the world around them, and an interest in military matters. Discuss current affairs and defence issues with your parents, teachers and friends and keep yourself updated with good newspapers.

ISSB – General Information



Arrival / Reception

In order to determine the suitability for commission in Pakistan Army, Pakistan Navy and Pakistan Air Force, tests and interviews will be held at ISSB Kohat / Gujranwala / Malir / Quetta Cantonments. Candidate will be tested and interviewed for four days, following the day of arrival. Candidate will be free to go home in the afternoon of the fourth day. However, the **screened out** candidates will be allowed to move back on next day of their arrival at about 11.00 hours. **Candidate will report to ISSB on date and time as mentioned in the call status menu of the relevant website.** The ISSB buses will be available at respective railway stations/ general bus stands. Candidate can travel in the ISSB buses free of cost. The information about the schedule and the locations where ISSB buses would be available is as under:

ISSB KOHAT

- Due to prevailing security situation, no pick and drop is available at ISSB Kohat, the candidates are required to reach ISSB Kohat on their own.

ISSB GUJRANWALA

- ISSB Gujranwala is about 7 kms away from Rahwali Check Post on GT Road and 4 kms from Garrison Check Post(MP Check Post 2). Buses will be available at Garrison MP Check Post. Private wagons also pass near the ISSB Gujranwala.
 - First bus leaves at 1.00 PM
 - Last bus leaves at 1.45 PM

ISSB MALIR

- It is 5 kms away from Malir Halt Railway Station/Bus Stand and about 15 kms from Karachi Cantt Station. Buses will be available at Karachi Cantt Railway Station.
 - First bus leaves at 1.00 PM
 - Last Bus leaves at 1.45 PM

This facility is only for out-station candidates. The candidates coming from within Karachi may report directly to ISSB Malir Cantt.

Normally, candidates who fail to report before 3 PM on the specified date are not

allowed to join the tests. However, those reporting an hour or so late due to circumstances beyond their control may be accepted. Such candidates will reach ISSB under their own arrangements.

If you report late and are not allowed to appear before the Board, then the Board is not bound to test you on a subsequent date. Likewise, if you fail to report on the specified time and date, ISSB is not bound to call you again.

Boarding and Lodging

You will be provided free messing and lodging at the ISSB. Therefore, you need not to bring any bedding. However, you can have your clothes washed and pressed on payment. Barber's services are also available. On arrival day, you will report at given time after having your lunch.

It has been observed that while coming to ISSB, many candidates do not take precautionary measures regarding their food and consume eatable from unhygienic places. This carelessness makes them sick and can result into various stomach diseases, which affect their performance at ISSB. You are advised to be more careful regarding your food while travelling to ISSB and refrain eating from low standard sources.

WHAT TO BRING WITH YOU ?

You are advised to bring your clothing according to the prevalent weather.

MALE CANDIDATES

Shorts white	= 1 Pair
Canvas shoes/joggers	= 1 Pair
Socks white	= 1 Pair
Vest or sports shirt white	= 1 Pair
Tracksuit/pull-over or jersey (in winter)	= 1 Pair

FEMALE CANDIDATES

Tracksuit	= 1 Pair
Canvas shoes/joggers	= 1 Pair
Socks white	= 1 Pair
Vest or sports shirt white	= 1 Pair
Pull-over or jersey (in winter)	= 1 Pair

Note: Above items are also available with ISSB gift shop and canteen, which can be purchased on cash payment. Candidates are expected to appear before the Selection Board with a clean and smart posture. In this regard, following dress may be worn during Group Discussion, Group Planning and Interview with proper hair cut and shave.

Summer: Shalwar Qameez /Shirt and Trousers

Winter: Shalwar Qameez / Lounge Suit / Combination or Shirt, Trousers and Pull-Over / Jersey.

Specific to Female Candidate

- You may wear any respectable dress according to norms of our society.
- Also bring along set of hair band/safety pins.
- Nails should be finely trimmed.
- Hair should be neatly tied.
- No jewelry item is to be worn during obstacles/tasks.
- For outdoor task, you will be required to wear tracksuit.

DOCUMENTS REQUIRED

You are required to bring along the following **ORIGINAL** documents-

- Original Matric Certificate issued by board. Only result card/ marks sheet will not be accepted.
- Detailed marks sheet or result card of Matric.
- Those candidates who have not been issued with Matric Certificate by their concerned board should furnish a certificate in this regard signed only by the Secretary Board. Any such certificate issued by school/college will no be accepted.
- The candidates who appear with a "Duplicate" or "Revised" Matric Certificate or if they have amendments in their names or date of births, should provide certificate explaining the circumstances under which they were issued with "Duplicate" or "Revised" or Amended Matric Certificate, signed only by the Secretary Board.
- The original certificate and marks sheet/result card of Intermediate (FA/FSc, DAE/D.Com/DBA/ICS) is mandatory.
- Appearing candidates who have completed FA/FSc part-I will bring original part-I marks sheet along with surety/hope certificate of college.
- In case of "O", "A" level, equivalence certificate and birth certificate are compulsory.
- **PHOTOCOPY OF ANY CERTIFICATE WILL NOT BE ACCEPTABLE.**
- Those candidates who have applied for the courses demanding qualifications higher than intermediate are also required to bring their superior degree/ certificates as mentioned in the concerned course advertisement.
- Domicile is must for all those candidates of remote areas, who are eligible to apply on 45% marks in FA/FSc.
- No plastic coating is not allowed on degrees/certificates except those which are already coated and cannot be removed.
- In case of non-possession of above-mentioned documents, you will not be allowed to appear in the test and will be reverted back without paying travelling allowance.
- Before your arrival, you may contact GSO-2 (Selection) of your concerned ISSB

on telephone number mentioned at the end or GSO-2(Selection) ISSB Kohat to clarify any doubt about educational certificates.

(X) MEDICAL FACILITIES

The Government of Pakistan will not be responsible to pay any compensation for any injuries sustained during the tests. Every possible medical assistance will, however, be provided free of charge. Seriously ill or injured candidates are treated at military hospitals.

(X) RECREATIONAL FACILITIES

TV, newspapers and facilities for indoor games like Badminton and Table Tennis are available to the candidates.

(X) TRAVELLING ALLOWANCE

Travelling allowance will be paid to you before departure from ISSB. This is equal to the fare between the place of your residence and ISSB. For this purpose, your place of residence will be considered the one, which has been mentioned in your application. For journey performed by road, the allowance will be calculated on the basis of bus fare. If the road journey is shorter than the rail journey, the allowance will be paid on the basis of bus fare. In case you are serving in the armed forces, you should obtain a railway warrant from your unit, as you are not entitled to traveling allowance. The candidate is allowed to change his residential address, after written once on TA form by him.

(X) PROHIBITED ITEMS

Candidates must not bring following items in ISSB:

- Camera (all types)
- Audio – visual items
- Knife / sharp weapon
- Mobile phone
- Pets
- Liquors/ drugs
- Fire arms
- Government banned items
- Any valuable item
- Large sum of money

(X) MISCELLANEOUS

- Any attempt by you or by anyone on your behalf in the shape of "SIFARISH", use of unfair means in Selection Board's tests or non compliance of Board instructions will debar you for consideration for commission.
- You are advised not to approach ISSB directly or indirectly, for any favour regarding your selection before or during your tests. Any violation of this may result in your withdrawal.

- Candidates are not allowed to leave ISSB premises during their stay.
- Every effort is made to ensure the safety of your belongings. However, ISSB will not be responsible for any losses.
- Mobile phones may be brought along however, these will be collected on your arrival at the reception as mobile phones are not allowed in the premises of ISSB. The same will be returned to you before your departure.
- You will be photographed on your arrival. Its expenses plus various other expenses, which are not payable by the government, are charged from candidates on arrival day at the rate of Rs.50/- per head. An extra amount of Rs.10/- will be charged from recalled candidates.
- Candidates will bring their own utility items like towel and essential toiletries.
- You should bring your own writing material (blue ball point/ink).
- All required items are also available at ISSB canteen on payment.
- Female candidates should not bring along jewelry.

Confirm your arrival at ISSB through our website which should be immediately followed by intimation through postal mail on the specimen given in our website. In case of any serious problem or ambiguity, please contact GSO-2 (Selection) on the telephone numbers or through E-mail.

The Board's Questionnaire

Introduction:

The most important document handed over by a candidate to the ISSB is bio-data. The form is also called as the Board-Questionnaire (BQ) or the Personal Information Questionnaire (PIQ).

On the day of arrival, the candidates are required to fill in their personal particulars in a form. These include the following details which are intended to help the Interviewing Officer and other officers in assessing the candidate:

MODEL QUESTIONNAIRE

1. Name of the candidate (In Block letters)
2. Batch number
3. Chest number
4. The name of the place and the Province you belong.
5. Present and permanent address.
6. Father's name
7. Parent's age
8. Father's occupation and annual income
9. Your date of birth
10. Educational qualification
11. Number of brothers and sisters, their occupation
12. Your present occupation
13. NCC training
14. Participation in games and sports
15. Hobbies
16. Extracurricular activities
17. Any position of responsibility held
18. Details of previous ISSB interview, if any
19. Record of previous service, if any
20. Miscellaneous

Date:

Signature of candidate

Personal Information Questionnaire (PIQ):

PIQ is a very important document to be filled up on your arrival. The information that you furnish becomes the basis for interview. Any mismatch between the information written in the PIQ and what you say during the interview can be viewed very critically. For example, if you write in the PIQ that your favourite sport is basketball and it is found later during the interview that you play some other game and do not know much about basketball, then it will not be a very good situation. Hence, what you write in the PIQ is very important and requires a lot of deliberations. The PIQ format is given below for guidance. Carefully read the same and fill in such a way that whatever you write in this is maintained during the interview and be prepared to answer questions about some of the information in the PIQ. For example, if you write your hobby as 'reading', then you must know the author and publisher of some of the books that you have read recently.

Personal Information Questionnaire

1. Name (in Capital)
(As in the Application Form)
2. Father's Name
3. Present Address
4. Permanent Address
5. Fill in the details below
(a) District and Tehsil
(b) Religion
(c) Date of Birth
6. Parents/Guardians Occupation, Income (As applicable)

	Particulars	Education	Occupation	Income per month
(i)	Father
(ii)	Mother
(iii)	Guardian

7. Educational Record (Commencing from Matriculation)

	Exam	Year Div & Marks	Medium	Hostelar/Day Scholar
(i)	Matric/Hr Sec
(ii)	10+2 Equivalent
(iii)	BA/BSc/B.Com/BE
(iv)	Profession

8. (a) No. of Brothers
(b) No. of Sisters
(c) Your No. in Siblings
9. Age (Year + Months)..... Height (in metre)
- Weight (in Kg)
10. Present Occupation and personal monthly income, if any
11. (a) NCC Training Yes/No
12. (a) Participation in Games & Sports:
-
.....
.....
(b) Hobbies/Interests
.....
.....
.....
(c) Participation in Extra-Curricular Activities
-
.....
.....
(d) Position of Responsibility/Officer held in NCC/Sports/Extra Curricular Group and Other Fields.....
.....
.....

Requirement of the Armed Forces

(A) INTRODUCTION:

The aim of Inter Services Selection Board is to select suitable young men who possess the qualities required of service officers who are called upon to perform duties of a diverse nature, sometimes quite unexpected. A successful officer is one, who can tackle both routine and uncommon or unexpected duties, efficiently, ungrudgingly, cheerfully and expeditiously. It is outside the scope of this book to deal with all such prerequisites of a potential service officer, but as a guide for candidates a few important and essential qualities which the ISSBs look for and which the candidates must try to cultivate and exhibit before the Selection Board are given here:

(B) LEADERSHIP

The first and foremost requirement of the Armed Forces is that its officers must possess the qualities of leadership, i.e they must be able to guide their men at all times, in victory or defeat. A true leader is one who, by his own strong personality, inspires his followers, with such an outstanding degree of self-sacrifice that they will carry out their duties quickly, coolly, calmly and to the best of their ability. Again, a leader must earn the love, loyalty, devotion and dedication of his men. Leadership is, however, a very wide and varied term and has many facets. An attempt is made in the following paragraphs to elaborate on some of these qualities which are specially sought for by the ISSB in the short space of time at their disposal:

(a) Initiative

One of the necessary pre-requisites of leadership qualities is initiative. A leader must not wait for orders from higher authorities when he sees that a certain action is demanded. He must meet new and sudden situations with prompt action. Not only that, he must encourage initiative among his subordinates by giving them tasks according to the requirement of their rank and then let them work out details and accomplish the job assigned.

(b) Resourcefulness

Closely allied with initiative is the quality of imagination. Resourcefulness is the ability of a leader to deal with a situation in the absence of usual means and methods. In the Army, when normal means of supply, transport and management fail, a good leader must not accept the situation passively and feel helpless on account of want of normal means of coping with it. He must learn to expect by thinking ahead and take timely and appropriate action by improving methods and means, laying his hands on whatever is available.

(c) Self-confidence

Again, a leader must have ample *self-faith*. Whatever he does, he must do it with confidence of success and victory will be his. He must have complete faith in himself to meet familiar and unfamiliar conditions under storm and strain. He must inspire devotion in his men.

(d) Arriving at fast and appropriate decisions

An officer of the Armed Forces must be able to make a cool assessment of the situation and arrive at a perfect decision. He must know the pros and cons of a problem, think logically and decide quickly what action is necessary to meet an opportunity or situation as it comes. Both quickness and appropriateness of decision are equally important.

(e) Influencing ability

A true leader of men must win the willing co-operation of his soldiers in order to achieve the objective, which he sets before himself. He must be arduous about his own work and should be able to infuse enthusiasm in his followers so that they may have full faith in him and obey his orders without question. He must inspire confidence in his team. He must set an example from his own life to be followed by his men.

(f) Liveliness

However intelligent, able and efficient an officer may be, he cannot be a good leader if he lacks cheer and warmth. A true leader must be able to face all problems cheerfully and create a happy atmosphere among his team. He must be able to humour his men and keep them happy. He must also be optimistic in his attitude. He should exult over happiness but should also be able to accept defeat in a sporting manner as a part of the game.

(g) Human understanding

A leader must be able to study, judge and understand the requirements of the men he leads, and must be able to meet their reasonable requirements and needs. The leader must be able to feel the pulse of his men and create a bond of sympathy and understanding with them.

(h) Facing criticism cheerfully

There may be occasions when action of leaders is criticized, though this can happen very rarely in the services. But a leader must face it cheerfully. He should not be upset at it. He should be able to justify his action, or rectify his action if he has gone wrong.

(i) Delegation of responsibility

Under social qualities enumerated in para (e), it has been stated that a leader must possess a keen sense of responsibility so that he is able to discharge his obligations willingly. Side by side with this, another important quality of a leader is that he should not try to do everything himself. He should be able to delegate responsibility to his subordinates by allotting them duties for which they are trained and suited.

(j) Integrity and loyalty

One of the greatest qualities of a leader is integrity. A leader must be truthful, honest, loyal and above board. He should set a very high standard of honesty for his men to follow.

(k) Unselfishness

A true leader of men subordinates his own comforts to that of his followers. He is always prepared to bear all sorts of hardships but he ensures that his followers are not put to any undue hardship and inconvenience. He gives a pat to his men wherever they do

anything creditable. He does not try to take entire credit for any achievement to which all his followers have contributed. Likewise, he does not shift entire blame on his men for anything that goes wrong under his command.

(l) Sense of justice and fairness

A leader is said to be just and fair if he deals with others impartially, that is, he should show appreciation and give reward to those of his men who show good work and give reproof, censure and appropriate punishment to those who act wrongly or commit crime. He should treat everyone fairly and squarely and not show favouritism to some and undue strictness over others. An unjust leader will sow seeds of antagonism against himself.

INTELLIGENCE

The second essential quality required of a potential service officer is intelligence.

Intelligence is a comprehensive term and it will be dealt with in detail in a separate chapter. Suffice it to say here, that intelligence is the innate ability of a person to solve problems. It is an inborn mental capacity to react favourably to problems of an unfamiliar nature which one is likely to face in life. It must be remembered, however, that intelligence is exhibited in various fields, more prominent being the following:

- (a) Basic Intelligence which can be measured by means of intelligence tests.
- (b) Practical or effective intelligence with which we are concerned here and which cannot be measured mathematically. It is a person's ability to evolve solution of a practical problem independently. He must have a quick grasp and an active mind to understand a problem correctly and in the shortest possible time and to solve it readily and successfully.

(c) Originality, maturity and reasoning ability

- (i) An officer of the Armed Forces is required to give definite opinion and independent decision in various matters. He must have rational views and be able to weight the pros and cons of a problem and give sound judgment.
- (ii) He must be fully conversant with current, national and international affairs.
- (iii) He must have a mature outlook on life. He must have a keen observation and go through life with his eyes and ears open. In other words, he must be wide awake and try to acquire knowledge of his environment, men and matters. He must be inquisitive and try to know the 'Why' and 'Wherefore' of things happening around him.

(d) Organizational ability

In no other field or profession does organizational capacity play a greater part than in the Armed Forces. Therefore, an Armed Forces officer must possess adequate capacity for organization and maintaining discipline amongst the men he has to command. Hence, Selection Boards look for the young man who:

- (i) possesses germs of capacity for organization and infusing a spirit of discipline amongst his men;
- (ii) must organize and coordinate his available resources in such a methodical way that he can produce the best possible results in the execution of a given task;
- (iii) must also have an eye for detail and should not neglect any aspect of an issue,

however, insignificant it may appear to be.

EFFECTIVE POWER OF SPEECH

Mere knowledge of facts is not enough. The candidate must be able to express it. But verbal expression is much more effective than written expression, and it is all the more important in the Services. Therefore, to adopt a career in the Armed Forces, cultivating the habit of fluent speech and ability to put across your in appropriate, correct and forceful language is a must.

SOCIAL QUALITIES

(a) Co-operative spirit and social adaptability

Military organization is composed of many arms and services working together as a team towards a common goal. Life in the Services is, therefore, a corporate life. Each member must understand where he fits into the team and learns to work in coordination with other members. If they have a team spirit and work in co-operation, they will perform their duties more effectively. An officer should earn the goodwill of his subordinates and be liked by them. Similarly, he must understand his men and learn to live and mix with them. He must get on well with his colleagues, juniors and seniors.

(b) Sense of responsibility and duty

A potential service officer must possess a keen sense of responsibility so that he is able to discharge his obligations willingly. Mere carrying out of orders given by superior officers is discharging of one's legitimate duties. But accepting responsibility is something more comprehensive. A true leader of men must take initiative in absence of orders from superior authority.

PHYSICAL FITNESS, STAMINA, DETERMINATION AND COURAGE

- (i) One of the essential requirements of services in the Armed Forces is that one must possess good health and be physically fit and tough. Duties in services are hazardous and a man cannot carry out these unless he is tough and agile.
- (ii) He must have enough determination and be able to put in sustained efforts for the achievement of his objectives.
- (iii) Further, he must be courageous enough to face risky situations with boldness.
- (iv) He must have adequate stamina to endure physical stress and strain of service.

SOME DO'S AND DON'TS FOR THE ISSB CANDIDATES

(a) Your dress, mode of wearing it and your gait

Your personality must impress the Board. the way you dress up and walk before the member of the Board especially the interviewing officer, must be impressive. First impression is the last impression. Your dress may be simple, but it should be neat and tidy. It should neither be too loose nor too tight. Try to look as smart as possible and not only through your dress but the manner of gait.

(b) Mental alertness

When you go before the ISSB and are called for any test by any member of the ISSB, you will be given instructions as to how you have to proceed with the test or what are the requirements of the test. Therefore, bear the following in mind:

- (i) You must listen carefully and try to understand clearly the minutest details of the

instructions.

- (ii) There must not be any doubt in your mind. If there is the slightest doubt, you must have it clarified.
- (iii) Once you are asked to proceed with the test, you will not be allowed to ask any questions from either the testing office or any of your fellow candidates.
- (iv) A slight error in understanding questions may lead you completely astray.
- (v) Be mentally alert and keep your ears and eyes open when instructions are being given.

(c) Co-operate with the Board and give your best

The aim of the ISSB is to assess your personality, to discover whether you possess the requisite qualities to make a good officer of the Armed Forces. These are 'Selection Boards' and not "Rejection Boards." They try their best to probe deep into you and find out whether you possess the qualities and come up to their standard. Hence:

- (i) You must not get frightened or become nervous.
- (ii) Do not hesitate to give your best to the Board.
- (iii) Do not conceal what you might consider your shortcomings. These may be in your favour.
- (iv) Co-operate with the members of the Board and let them assess your personality correctly and easily.

(d) Speed and accuracy

As has been stated earlier, an officer of the Armed Forces is required to react quickly to uncommon situations arising from day to day in the course of his duties, in peace and war. He has to make quick assessments of the situations and take quick decisions. Similarly, a candidate at the ISSB has to work very quickly against time. You may be knowing the answer to a question, but that is not enough. You have to provide the verbal answer or act within the minimum possible time. 'Time is money' here more than anywhere else. You must act like lightning and provide quick and accurate answer to the problem put before you.

(e) Don't bluff the ISSB

Be your natural self before the ISSB. The members of the Board are great experts in spotting out your weaknesses and pinpointing your angularities. If you try to bluff the Board, you will never be successful. You may have some chances of success even in spite of your obvious shortcomings or weaknesses which might be tolerated or accepted by the Board, but if you try to hide your weaknesses or ignorance by bluffing any member of the Board, you have no chance whatever of selection. An officer of the Armed Forces must be sincere, honest and reliable.

(f) Don't be disheartened

A young man may be very intelligent and healthy and still he may not be selected by the ISSB. He may be quite fit for selection as an officer in the CSS or PCS and may prove very successful in some other career but may be lacking in qualities required for an officer of the Armed Forces and, therefore, may be rejected by a Inter Services Selection Board (ISSB). The job of ISSB is, therefore, to select the right man for the right job and to avoid putting square pegs in round holes. You will get your due.

Frequently Asked Questions?

How many candidates are selected out of a group / batch?

Q. Ans. No definite number or limit is laid down about the selection of candidates out of a group/batch. If all the candidates in a group / batch come up to the required standards, all will be selected. Likewise, if no-one comes up to the required standards none may be selected from a particular batch. Therefore, have faith in your abilities and put in your best in each test you undertake.

What happens if I become sick or get injured?

Ans. Free medical facilities are provided to candidates at ISSB. They try their best to ensure that you do not fall sick or get injured during your stay/tests.

* In case of severe injury or illness you will be taken to Combined Military Hospital for the treatment. You may also get admitted depending upon severity of the injury or illness.

* If you have missed complete tests due to illness or injury, you will be considered as "Withdrawn" and your chance for ISSB tests will not be counted.

* If you have appeared in the ISSB tests but have missed a portion of GTO's tests or interview then it is likely that you are considered as "Not Fully Boarded". In this case also, your chance for ISSB will not be counted. The condition of "not to appear at ISSB within 120 days" will not apply to you if you are declared 'Not Fully Boarded'. Therefore, you can appear as soon as you are well and fit.

Does prior coaching / training has any effect during ISSB tests?

Ans. ISSB discourages candidates to undergo coaching for the reasons that it hinders the spontaneity of an individual. Candidates who undergo coaching present a stereotype behaviour that hides his/her originality. Besides, coached candidates are prone to becoming single tracked.

Is there any difference in the assessment system for the three services?

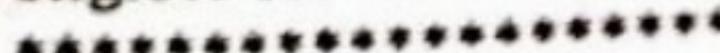
Ans. No. The assessment system for all three services is the same. However, in order to suit the requirement of services, for few courses, the candidates are tested in two dimensions i.e. Psychologist Tests and Interview only. But there are no variations in the technique of these tests.

Can I appear for ISSB tests for two services in the same half of the year?

Ans. Not Exactly. You can appear in ISSB for any course if following is complied with:-

- You could not appear in ISSB within 120 days of your last appearance.
- You have not exhausted your two chances for appearance at the ISSB.

- Q.** Are there any concessions for the female candidates?
Ans. There is no difference in selection standard, but there are some variations in the tests and field events. Female candidates are normally tested in two dimensions (psychologist tests, interview and some of the GTO Tasks) except for those applying for GD (P) or CAE who are tested in all tests of three dimensions i.e. Interview, GTO Tasks and Psychologist Tests. Please remember that such arrangements may change when service requirements demand so.
- Q.** If I am recommended from ISSB, does it mean that I will definitely be selected and be instructed to join the academy?
Ans. Generally true but not always correct. ISSB only recommends the candidates for various courses but final merit list is prepared by the concerned services only if number of recommended candidates is more than the vacancies for that particular course. In most of the cases, a candidate recommended by the ISSB makes his/her way to the academy but it may not always happen. Your name may not appear in the final merit list and thus you may not be called for the training.
- Q.** What is the period of validity of Recommendation of ISSB for a particular course?
Ans. If you were recommended for a particular course but not included in the final merit list and you want to re-appear in the ISSB for the same or any other course, then you can only appear after one year from the date of your previous recommendation of ISSB; as it is most likely that your name is already included in the waiting list for the next serial / batch of that course.
- Q.** I could not come for the tests, can my test dates be delayed?
Ans. It is very much possible that the test dates mentioned in your call letter coincide with your other examinations of some other institutions. ISSB always tells our candidates to immediately inform us of such possibilities and write to us by post for an adjustment which in most of the cases is made. Please inform us immediately if your test dates coincide with some other examination that you are taking. You are required to send an application by post and also send copy of your examination schedule as a proof. Please remember that ISSB is not bound to call you again. Re-call is only issued when it is clearly established that your reason for not appearing was based on solid grounds.
- Q.** I did not receive my call letter but I have seen my call on the website, what should I do?
Ans. Your call letter is issued some 20 days in advance to the actual date of your tests. It is a rare possibility that you may not receive your call letter at all. If you have seen your name in the online call up database then you should take a print out of the same page which shows your name and report for the ISSB. The concerned ISSB staff has been instructed to accept the same as a call and let you in. Please remember that you must be in possession of other educational documents required from you to be eligible for the tests.



What are Psychological Tests?

Psychological or psychometric test is based on the principles of projective testing. In this test, there is a series of tests like the personality test, the Word Associate Test (WAT), Mechanical Aptitude Test, Thematic Apperception Test (TAT), Self Appraisal Test, Self Confidence Test, Emotional Intelligence Test, Self Esteem Test, Self Motivation Test, Scalability Test. It is believed that the responses to these tests are an outcome of the candidate's personality traits and thus an estimation of his traits can be made by going through the candidate's response to various stimuli.

Personality is defined as, "particular combination of emotional, attitudinal and behavioural response patterns of an individual". From this definition, it is evident that it has more to do with the internal state of a person than his external appearance. Thus, when a candidate is shown stimuli and asked to respond, his emotional, attitudinal and behavioural patterns emerge very clearly. Since the tests are conducted under the constraints of time, the candidates are unable to mask their response or to give a more desirable response and there lies the strength of this technique. It is seen that while many candidates do well in the GTO and interview techniques, their true personality comes out in the psychological tests.

In order to do well in these tests, one has to practice hard. An attempt has been made in the subsequent chapters to give as many exercises as possible for practice.



What Are Personality Tests?

A personality test aims to describe aspects of a person's character that remains stable throughout that person's lifetime, the individual's character pattern of behavior, thoughts and feelings. An early model of personality was posited by Greek philosopher/physician Hippocrates. The 20th century heralded a new interest in defining and identifying separate personality types, in close correlation with the emergence of the field of psychology. As such, several distinct tests emerged; some attempt to identify specific characteristics, while others attempt to identify personality as a whole.

Personality tests emerged in the 1930s. Previously, psychological testing had been used to place students at the right level in school ("educational testing") or for measuring intelligence. The new personality tests of the 1930s were aimed at helping therapists determine a client's problems, as a guide to treatment. As a side-benefit, they provided a way for researchers to measure personality traits or tendencies. One of the first such tests was the inkblot test or Rorschach. It is still one of the most widely used personality tests.

Personality has a significant role to play in deciding whether you have the enthusiasm and motivation that the employer is looking for. It also determines how well you are going to fit in to the organization, in terms of your personality, attitude and general work style. In most working situations, it's the personalities of the people involved that affect the day-to-day success of the organization. If a manager can't motivate his staff or the team doesn't work well together, then quality of service and productivity will suffer.

The Rotter Incomplete Sentence Blank (RISB):

The *Rotter Incomplete Sentence* test is a projective test where you are given a series of incomplete sentences that you are to complete, or finish.

By grouping and evaluating the responses an evaluator can make some judgments about your psychological state of mind. This test, originally developed in 1950, is widely used in a variety of evaluations. There are many variations on this kind of test, with some tests specifically geared toward testing sex offenders and other behaviorally dysfunctional persons.

The Rotter Incomplete Sentence test typically has 40 questions that you are required to complete. Sample questions similar to those on the standard Rotter test are shown below, with some "typical" responses following the sentence "stems".

Keep in mind that the sample responses shown are just examples, no claim is made that these are the "best possible" (read: "healthy") responses. The responses shown were not scored, so their ranking and acceptability are unknown. Nonetheless, they should be able to serve as an example of the kind of responses that could reasonably be expected.

Generally, you want to give neutral or slightly positive complete sentences, but not overly positive or optimistic responses and certainly no clearly "negative" responses, either.

It is considered acceptable to allude to current stresses in your life, but not to the point of excluding positive responses to all of the sentences.

The Rotter Sentence Completion Stems are similar to the sentence stems shown below. (The examples shown below are NOT the actual sentence stems used in the Rotter test blank, we're precluded from using those by copyright law, but these examples should illustrate what they are like.)

- 1) If only I could... *feel more hopeful about things.*
- 2) People I know... *are usually fair and honest.*
- 3) I can always... *talk things out with someone.*
- 4) I think guys... *are less emotional than girls.*
- 5) What makes me sad is ... *not being able to see my kids.*
- 6) I think girls... *were mysterious to me in High School.*
- 7) My father... *would always listen to what I had to say.*
- 8) Where I live... *is quiet and peaceful.*
- 9) My mother was the type... *who always took care of her family.*
- 10) My health is... *generally very good.*

Hopefully, you get the idea. Keep your responses "middle of the road", don't express any intense hate or dislike, and focus somewhat on your family.

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Incomplete Sentence Test

Introduction:

In this test, psychologist demands to complete the incomplete series of sentences. Within a specific time-limit, candidates have to complete sentences according to their vision, knowledge and personality. During the days of I.S.S.B., with other psychological tests, psychologists used this technique to know about the personal traits of candidates. After getting data from candidates regarding this test, psychologists interpret it and with the comparison of its result with the results of other test, an overall assessment of a candidate is being made. Nowadays, sentence incomplete test is being used on a large scale for the selection of army, navy, air force and civil officers.

Procedure:

In this test, usually a psychologist demands 50 sentences to complete within 10 to 12 minutes. Candidates are motivated to write quickly as psychologists are interested in their first thought came into mind after reading incomplete sentence. This test is being used in both Urdu and English languages but for selection purposes in military and other 1st class civil services, this test is taken into English.

Same Instructions for Candidates:

1. Make purposeful sentences.
2. Through light on constructive aspects.
3. Show your knowledge, and broadness of vision in sentences.
4. Never be pessimistic.
5. Be confident.
6. Take the time into account.
7. Don't show any kind of conflict or fear in your sentences.
8. Be patient and calm.
9. Avoid spelling mistakes.
10. Be natural. Use of learned sentences may harm your image.
11. If you are not able to write a sentence then don't waste your time on it, leave it and complete it whenever you get some time.
12. Don't hesitate while completing sentences.
13. Remember! Success demands work and practice. So, keep on practicing before going to I.S.S.B.

Incomplete Sentences Test

نامکمل فقرات کا ٹیسٹ

تعارف:

نامکمل فقرات کو مکمل کرنے کے اس ٹیسٹ میں امیدواران کی شخصیت کے خاص پہلوؤں مثلاً امیدوار کی دلچسپی، اُس کا فطری جھکاؤ، اس کی شخصیت کا تنقیدی پہلو، روشنی ڈالی جاتی ہے۔ آئی ایس ایس بی میں پہلے دن باقی نفیاتی آزمائشوں کے ساتھ اس آزمائش کو استعمال کیا جاتا ہے۔ تلازمہ لفظی آزمائش کی طرح اس ٹیسٹ سے حاصل ہونے والے ڈیٹا کو ہر نفیات مخصوص انداز میں جانچ کر امیدوار کی شخصیت کے بارے میں کچھ نتیجہ اخذ کرتا ہے، جس کا دوسرا ٹیسٹوں کے نتیجہ کے ساتھ موازنہ کر کے جتنی رائے قائم کی جاتی ہے۔ نامکمل فقرات کو مکمل کرنے کا ٹیسٹ آج کل وسیع پیمانے پر نہ صرف مسلح افواج بلکہ دوسرے سول اداروں میں بھی اعلیٰ درجہ کی بھرتیوں کے لیے استعمال کیا جا رہا ہے۔

ٹیسٹ کا طریقہ کار:

اس ٹیسٹ میں امیدواران کو تقریباً 50 نامکمل فقرات کا ایک سیٹ دیا جاتا ہے جس کو دس سے بارہ منٹ کے دورانیہ میں ختم کرنا ہوتا ہے۔ اس ٹیسٹ میں فقرات کو مکمل کرتے وقت امیدواران سے امید کی جاتی ہے کہ وہ ایسا فقرہ بنائیں جو کہ ان کے پہلے آنے والے خیال کی ترجیحی کرتے ہوئے اُن کے ذہن کا عکاس ہو۔ یہ ٹیسٹ اردو اور انگلش دونوں زبانوں میں استعمال کیا جاتا ہے لیکن مسلح افواج اور دوسرے اعلیٰ درجہ کی سول بھرتیوں کے لیے انگلش میں استعمال کیا جاتا ہے۔

امیدواران کے لیے ضروری ہدایات:

- 1 ہمیشہ با مقصد رہیے۔
- 2 روشن اور تعمیری پہلوؤں کو مد نظر رکھیں۔
- 3 ایسے فقرات کو ترجیح دیں جن سے آپ کی علمی برتری اور وسعت نظر ظاہر ہو۔
- 4 منفی سوچ اور زندگی کے تاریک پہلوؤں کو مت لکھئے۔
- 5 اعتماد کا میابی کے لیے ضروری ہے لہذا ہمیشہ پر اعتماد رہیے۔
- 6 اگر کسی جملے کو مکمل کرنے کے لیے کوئی مناسب خیال ذہن میں نہیں آ رہا تو اس پر سوچ کرو وقت ضائع کرنے کی بجائے اگلے فقرے پر دھیان دیں اور آخر میں یا جب وقت ملے تو خالی رہ جانے والے فقرے کو مکمل کر لیجئے۔
- 7 وقت کا خیال رکھیں۔
- 8 اپنے فقرات میں کسی بھی قسم کی ڈھنی انجمن، اندیشہ یا ڈر کو ہرگز ظاہر مت کریں۔
- 9 مطمئن رہیے اور تحمل مزاجی کا دامن نہ چھوڑیے۔

- لکھنے کی غلطیاں مثلاً گرام، املاء وغیرہ سے پرہیز کریں۔ -10
 اپنی توجہ صرف اور صرف اس فقرے پر مرکوز کریں جو آپ مکمل کر رہے ہوں۔ -11
 فطری بینیں اور کسی دوسری جگہ سے یاد کیے ہوئے فقرے مت لکھیں۔ -12
 کامیابی محنت سے حاصل ہوتی ہے لہذا اس کی مشق کیجیے۔ -13

There are some examples for your guidance:

1. Success depends on work.
2. The pilot of the aircraft was brave.
3. Playing games is good for health.
4. Pakistan is progressing day and night.
5. Students should always work hard.
6. The government is planning for progress of nation.
7. I cannot tolerate injustice.
8. He always likes riding.
9. Our flag is our national pride.

- جدبہ حب الوطنی سے ہمارے لوگ سرشار ہیں۔ -1
 پاکستانی عوام محنتی ہیں۔ -2
 ہمارے طلبہ أصول پسند اور ذہن ہیں۔ -3
 انسان غور کرے تو جان حاتا ہے کہ کچھ بھی ناممکن نہیں۔ -4
 ٹھوکر کھا کر ہی انسان سیکھتا ہے۔ -5
 نوجوانوں ٹھواور دنیا پر چھا جاؤ۔ -6
 ہر نئی صبح میرے لیے ایک نئی امید لاتی ہے۔ -7
 نادان دوست سے تہائی بہتر۔ -8
 قوموں کی شاخت اُن کے عوام سے ہوتی ہے۔ -9
 قائد اعظم محمد علی جناح ایک باعزم شخص تھے۔ -10
☆.....

Practice to Complete the Sentences

Test No. 1

1. Let us decide
2. None but the
3. Let us start.....
4. Young persons should.....
5. We are making.....
6. He is a man
7. The whole city.....
8. The new teacher.....
9. All of us have
10. If you just leave.....
11. Our feelings are hurt
12. The wise are those.....
13. By virtue of his
14. The government has
15. I want to give you.....
16. Every human being
17. His point of view.....
18. Your offer is
19. A small lie is
20. He always likes
21. Victory comes to these.....
22. I cannot tolerate.....
23. Nobody knows
24. Let us come to.....
25. The government is planning.....
26. The girl was smart and.....
27. Please let me have
28. The country's future.....
29. Every new day.....
30. No one will be able
31. One people desire.....
32. Do not buy
33. Don't trust.....
34. I recommend you to.....
35. Horrible dreams
36. A talented girl
37. Do not come near me

38. The pilot of the aircraft
 39. Girls legs are
 40. My friends think.....
 41. My favourite hero.....
 42. People danced with
43. Idleness is only the.....
 44. I have nothing to offer but.....
 45. Patriot die.....
 46. Kashmir will
47. Study of past
48. Learning without.....
 49. Success depends.....
 50. Everything has its beauty but
- *****

Test No. 2

1. I am satisfied.....
 2. He failed in.....
 3. We reached the station
4. Old habits are.....
 5. You cannot succeed
6. He has broken
7. The way is long but.....
 8. He supported
9. He did everything.....
 10. Follow the man
11. Drinking and smoking.....
 12. One should adhere.....
 13. His greater fear is.....
 14. You should take advantage
15. The women should.....
 16. An intelligent
17. Go ahead with
18. Time blunts
19. He devoted his
20. Let us discuss
21. His negligence.....
 22. Love is
23. Indian agents
24. It is no use
25. A teacher's duty

26. The weather is bad but
27. Get up and
28. My greatest wish
29. Struggle for
30. A man may learn
31. Our characters are
32. In order to learn
33. Truth site upon
34. The man of culture
35. The memories of childhood
36. I wish I could
37. She is angry because
38. Hope is a good
39. All rising to great place
40. A statesman should
41. Nothing is more unpleasant
42. Let us find
43. Money speaks sense
44. When faced with a difficult problem
45. The new generation
46. My principle is
47. Have faith in
48. Among new problem
49. Nation should not
50. Keep yourself

Test No. 3

1. Garden is
2. Pakistan is now
3. Grapple with
4. Life is the art of
5. March with
6. The history of art
7. Get up early and
8. In the darkness
9. I feel I am
10. I like movies about
11. On the frontline
12. I shall always
13. Our army needs

14. I do not want
15. In all my life
16. Do you think
17. I dream about
18. When I got tired
19. If someone disturb me
20. All great people
21. I usually go
22. Our flag
23. He expects your
24. Our shaheeds
25. When I am alone
26. Do something by and by
27. After the death of
28. A commando
29. I am ready to
30. These steps will clear
31. Many young persons
32. I can assure you
33. Enjoy
34. The red colour
35. His father
36. Do away with
37. You should be
38. Our forces
39. His hobbies are
40. I appreciate
41. We are in defense of
42. Whenever I go there
43. An honourable man
44. At the discretion of
45. Try your best
46. When working together
47. Lend me your ears and
48. The TV plays
49. Good health
50. Do not speak next

Test No. 4

1. Playing games
2. He raised his hand and
3. A thing of beauty is
4. Nobody wants
5. Go out in the world
6. Before the arrival of people
7. He was very upset because
8. I like to read
9. Nobody can
10. Among his friends he
11. Foundation of every state is
12. When everybody was asleep
13. When sitting alone
14. Who has the courage
15. Victory comes to these
16. The man fell
17. He stood up
18. Daily exercise
19. The soldiers were
20. Our doctors are
21. His mood
22. The easy way to success
23. At every step
24. His heart is
25. Pakistanis believe in
26. Every army has to
27. The wolf and sheep
28. My brother has
29. The much worry
30. The women bent down
31. Are you ready to
32. The labour of our country
33. The parents have to
34. Those who live for
35. The coming generation
36. The new plan has
37. New ideas
38. Behave well with
39. I like her because

40. One must
 41. Offer your prayers
 42. Education is the
 43. Many nations have
 44. If you want
 45. At the end of the day
 46. We can never
 47. Take my advice and
 48. He thinks his health is
 49. You cannot depend
 50. The war was over and

Test No. 5

1. His greatest desire to
 2. How can we think of
 3. In case of war
 4. Girls are not only
 5. Nothing is impossible
 6. Let us all
 7. A soldier's first duty is
 8. Suddenly all the men
 9. I want you to like
 10. Obtain as much
 11. Girls are not
 12. The sun goes down
 13. Keep yourself
 14. When he is angry
 15. The problem can
 16. Wait and see
 17. Never do a thing
 18. He is basically
 19. Utilize your leisure
 20. Nothing will happen if
 21. Pakistan only needs
 22. The reward for hard work
 23. If someone tries make a fool of him
 24. We should careful about
 25. She smiled and
 26. I dislike

27. If I had a knife.....
28. I need a friend,
29. I am worried about,
30. The greatest fear of my life is,
31. If someone disturbs him,
32. I want to live,
33. Life is full of,
34. For the sake of money,
35. The man's aim should be,
36. I was very angry,
37. Responsibility,
38. When times comes,
39. I am prepared,
40. He believes,
41. Words are,
42. Every man's life,
43. An army marcher,
44. Allah helps those,
45. Victory can be,
46. We make efforts,
47. Knowledge can be,
48. Great people always,
49. Great nations,
50. Up and down of

Test No. 6

1. You will have to,
2. You can easily,
3. When he saw the enemy,
4. Everyone is working about,
5. Make hay while,
6. He is very gentle but,
7. When I reached,
8. Pakistan is progressing,
9. Nothing can force,
10. Duty to the country,
11. Children should act,
12. I may remind you,
13. Always act upon

14. In his childhood
15. As a man advances
16. The women should
17. It is wise to
18. The whole nation
19. He aims at
20. Students should always
21. A man who trusts
22. At any rate
23. The day will
24. My parents
25. Let us not forget
26. The law of the land
27. Sometimes
28. Please let me
29. The country's future
30. Every new day
31. The girl was smart and
32. Some people desire
33. Do not buy
34. Do not trust
35. He enjoys
36. Horrible dreams
37. A talented girl
38. Do not come near me
39. The pilot of the aircraft
40. Her face was
41. All of a sudden
42. Success depends
43. The rich man lost
44. Playing games
45. I do not care
46. In trouble
47. When sitting alone
48. Leader is
49. Among his fast friends
50. He refused to

ٹیکٹ نمبر 1

.....	اس کا ضمیر.....	.1
.....	تمہارا خیال درست نہیں.....	.2
.....	مجھے اس کا مشورہ.....	.3
.....	گاڑی چلاتے ہوئے.....	.4
.....	حیرت کی بات تو یہ ہے.....	.5
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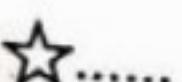
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Word Association Test

Introduction:

Word Association Test (WAT) is one of the tools of the Projection Technique, used by psychologists of modern age to assess the personal traits of an individual. This method is used at I.S.S.B. to evaluate the personality traits of the candidates.

The Word Association Test (WAT) method was first used by C.G. Jung to find out the suppressed ideas and emotions which influence everyday life of individuals. With some changes, this method was later used by Kent and Rosan off. Word Association Test is extremely useful to find out normal and abnormal attitudes and feelings of individuals.

Basically, WAT deals with the unconscious activities of individual which affect the personality of individual particularly and generally. To find out the unconscious adaptation of forces of mind is the target of WAT.

Procedure:

In Word Association Test, a series of words printed on a cardboard is kept exposed to the candidate's view, each card for 15 seconds, usually. The total number of words shown during WAT is 50. Candidates are motivated to write their first thought comes to mind: In other words, the candidates give their natural response to the stimuli induced by words. The reason to adopt such procedure in WAT is to assess the personality of candidates by their first ideas in response to psychologically thought-provoking words.

Instructions for the Candidates:

1. Write simple and brief sentences.
2. Be positive in expressing your thoughts.
3. Your sentences must be meaningful.
4. Ideas should NOT anti-social, negative and pessimistic.
5. Try to express the light side of view.
6. Be confident and courageous.
7. Show constructive behaviour in your sentences.
8. There is no harm in using proverbs and saying but not too much.
9. If you cannot write a sentence within time, write a word or incomplete sentence. You can come to it later, when you get a few seconds while writing on the other words.
10. Concentrate the word exposed to you at that time.
11. Be calm and patient.
12. Never show any complex or fear in your sentences.

13. Remember! psychologists are observing your gestures and behaviour while you write sentences. Don't make strange body gestures or odd facial expression.
14. Don't worry about not making all sentences. Main thing concerning success in this test is quality of sentences not quantity.
15. One man's honey is other man's poison. So, avoid copying other's sentences and abstain to write too much learned sentences.
16. Practice makes a man perfect. So, keep on practicing until you have reached at proper skill in sentence-making. Make sentence, analyze it, correct it and improve to the maximum of standard.

.....☆.....

تلازمہ لفظی آزمائش (Word Association Test)

تعارف:

"تلازمہ لفظی آزمائش" آج کل کے ماہر نفیات شخصیت کے مخصوص اوصاف کو جانچنے کے لئے استعمال کر رہے ہیں۔ آئی۔ ایس۔ بی میں یہ امتحان دوسرے شخصی جانچ کرنے والے امتحانات کے ساتھ استعمال ہو رہا ہے۔ آئی۔ ایس۔ بی میں ماہر نفیات اس ٹیکسٹ کی بنیاد پر حاصل ہونے والے ڈیٹا اور اس سے حاصل ہونے والے نتیجے کو کسی امیدوار کی انتخابی سرگرمی میں کافی اہمیت دیتے ہیں۔

تلازمہ لفظی آزمائش کو سب سے پہلے "سی جی ینگ" نے روزمرہ کی زندگی پر اثر انداز ہونے والے مختلف ہنر خیالات کو جانے کے لئے استعمال کیا تھا۔ بعد میں کینٹ اور روزانوف نے اس میں کچھ تبدیلیاں کر کے اسے مختلف مقاصد کے لئے استعمال کیا۔ آج کل یہ امتحان (ٹیکسٹ) دنیا بھر کے ممالک میں سول اور فوجی افران کی بھرتی کے لئے وسیع پیمانے پر استعمال ہو رہا ہے۔ اس ٹیکسٹ کا مقصد امیدواران کی لاشوری شخصیت کے رجحانات کو پرکھ کر ان کی شخصیت کے مختلف اوصاف کا اندازہ لگانا ہے۔

اس ٹیکسٹ سے حاصل ہونے والے ڈیٹا کو ماہر نفیات خاص طریقے سے جانچ کر دوسرے ٹیکسٹ کے ڈیٹا کے ساتھ موازنہ کرتے ہیں اور امیدوار کی شخصیت کا اندازہ لگاتے ہیں۔ یہ کہنا بے جا نہ ہو گا کہ یہ آزمائش اپنی نوعیت کی باقی تمام آزمائشوں پر فوقیت رکھتی ہے۔ امیدوار کی کامیابی یا ناکامی کا دار و مدار بہت حد تک اس پر مبنکا ہے۔

ٹیکسٹ کا طریقہ کار (Test Procedure):

اس ٹیکسٹ میں امیدواران کو مختلف کارڈز پر لکھے گئے مختلف الفاظ دکھائے جاتے ہیں اور ان سے ہر لفظ پر ایک فقرہ لکھنے کا مطالبہ کیا جاتا ہے۔ ہر فقرہ لکھنے کا وقت 15 سینٹ تک محدود ہوتا ہے اور فقرہ لکھنے کے لئے ایک کارڈ دکھایا جاتا ہے، فقرہ لکھنے کے بعد دوسرا اور اسی طرح سے پچاس کارڈ دکھائے جاتے ہیں۔ امیدواران کی حوصلہ افزائی کی جاتی ہے کہ وہ ایسا فقرہ

لہیں جو کہ لفظ کو دیکھنے کے بعد اُن کے ذہن میں آنے والے سب سے پہلے خیال کی ترجیحی کرے۔
امیدواران کے لئے اہم ہدایات (Instructions for Candidates) ہمیشہ سادہ اور مختصر فقرات لہیں۔

1. اپنے فقرات میں ثبت اور روشن پہلو کو مدد نظر رکھیں۔
2. فقرہ ہمیشہ با مقصد ہونا چاہیے۔
3. کوشش کیجئے کہ ایسے فقرے بنائے جائیں جن سے آپ کی علمی برتری نمایاں ہو۔
4. کبھی بھی مایوسانہ منفی اور غیر سماجی فقرے نہ بنائیں۔
5. ثیث دیتے ہوئے پُر اعتماد رہیے۔
6. اقوال کا استعمال کرنے میں کوئی ہرج نہیں لیکن ان کا بہت زیادہ استعمال کرنے سے گریز کریں۔
7. اگر آپ سے مقررہ وقت میں ایک جملہ نکمل نہیں ہوا تو جتنا ہوا ہوا سے وہیں چھوڑ کر اگلے جملے کی طرف ہو لیں اور جملے نکمل کرتے ہوئے وقت کا خیال رکھیں۔
8. کسی بھی قسم کا خوف یا اندر پیشہ جملے میں بیان کرنے سے گریز کریں۔
9. یاد رکھیں اجملے نکمل کرتے ہوئے ہمہ نفیات آپ کو دیکھ رہا ہے اس لئے غیر ضروری حرکات جیسے منہ یا جسم کے انداز ہنانا سے باریکیں۔
10. مطمئن رہیں اور خل مزاجی سے کام لیں۔
11. اگر سارے کے سارے جملے نہ بنائیں تو پست ہمت نہ ہوں کیونکہ اس ثیث میں کامیابی کا دار و مدار مقدار کی بجائے معیار پر ہے۔
12. لکھنے کی غلطیوں جیسے گرامر، املائی غلطیوں سے پرہیز کریں۔
13. اپنی توجہ صرف اور صرف سامنے دیئے گئے لفظ پر مرکوز کریں۔
14. اپنے فقرات میں تخلیقی بینیں۔ کسی دوسرے کے بنائے ہوئے فقرے یا کسی یاد کئے ہوئے فقرے کو مت لکھنے خواہ فقرہ کتنا ہی اچھا کیوں نہ ہو۔ یاد رکھیں کہ ایک شخص کے لیے اگر ایک چیز شہد ہے تو ممکن ہے کہ دوسرے کے لئے وہی چیز زہر ہو لہذا اپنے فقرات خود بنائیں۔
15. کسی کام کی مشق انسان کو مکمل بنادیتی ہے لہذا آئیں۔ ایس۔ بی کے سامنے پیش ہونے سے پہلے فقرات بنانے کی اچھی طرح مشق کر لیں۔ اپنے فقرات بنانا کر انہیں جانچئے، غلطیاں درست کریں اور خوب سے خوب بننے کی کوشش کریں۔

FULLY SOLVED EXAMPLES

Here are some examples:

- | | |
|-----------------|--|
| 1. Table | Try to solve issues on table. |
| 2. Music | Music is good for soul. |
| 3. Man | Man is not made for defeat. |
| 4. Chair | Chair is power. |
| 5. Woman | Woman is an important wheel of society like man. |
| 6. Problem | Face the problem with courage. |
| 7. Fruit | Fruit of hard work is sweet. |
| 8. Live | Live a happy life. |
| 9. Slow | Slow and steady wins the race. |
| 10. Ocean | Ocean is vast. |
| 11. Islam | Islam is the fastest growing religion. |
| 12. Justice | Justice is a sign of healthy society. |
| 13. Time | Time is precious. |
| 14. Work | Work, Work and Work! |
| 15. Child | A child is free being. |
| 16. Merit | Merit wins the soul. |
| 17. Beauty | God is beautiful and likeS beauty. |
| 18. Shortcoming | Don't afraid of shortcomings. |
| 19. Meat | I like meat. |
| 20. Butterfly | Butterfly is colourful. |



tost-No.

Health

17. Call.....
18. Luck.....
19. Rich.....
20. Pleasure.....
21. Escape.....
22. Honesty.....
23. Confuse.....
24. Hit.....
25. Arms.....
26. Copy.....
27. Black.....
28. Govern.....
29. Foot.....
30. Put.....
31. Find.....
32. Persist.....
33. Trouble.....
34. Adopt.....
35. Urge.....
36. Design.....
37. Easy.....
38. Flow.....
39. River.....
40. Rough.....
41. Four.....
42. Deep.....
43. Man.....
44. Stare.....
45. Scream.....
46. Neat.....
47. Misfortune.....
48. Top.....
49. Tact.....
50. Wash.....



1. Childhood.....
2. Sleep.....

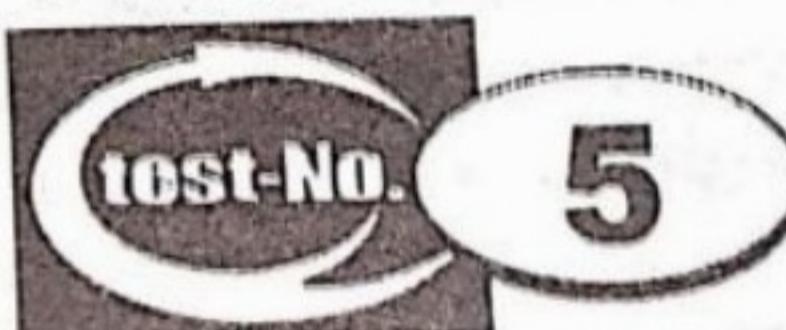
3. Head
4. Daughter
5. Genuine
6. Natural
7. Admire
8. Precaution
9. Widow
10. Sharp
11. Hungry
12. Doctor
13. Sweet
14. Fault
15. Baby
16. Lion
17. White
18. Yellow
19. Trouble
20. Blue
21. Sink
22. Pleasure
23. Women
24. Scare
25. Peep
26. Seen
27. Top
28. Strike
29. Fever
30. Drought
31. Hesitate
32. Hill
33. Tall
34. Decide
35. Cash
36. Parent
37. Weep
38. Nature
39. Enjoy
40. Solve
41. Fluid
42. Low
43. Result

44. Soldier.....
 45. Hard.....
 46. Scope.....
 47. Love.....
 48. Knowledge.....
 49. Low.....
 50. Drink.....



1. Perfect.....
 2. Tension.....
 3. Pocket.....
 4. Butterfly.....
 5. Strict.....
 6. Cruel.....
 7. Listen.....
 8. Tough.....
 9. Sister.....
 10. King.....
 11. Prepare.....
 12. Foul.....
 13. Believe.....
 14. Care.....
 15. Chair.....
 16. Delight.....
 17. Blaim.....
 18. Ghost.....
 19. Pitch.....
 20. Home.....
 21. Obey.....
 22. Neighbour.....
 23. Revenge.....
 24. Deceive.....
 25. Difficult.....
 26. Table.....
 27. Dark.....
 28. Music.....
 29. Sickness.....

30. Man.....
 31. Deep.....
 32. Soft.....
 33. Eating.....
 34. Mountain.....
 35. House.....
 36. Black.....
 37. Meat.....
 38. Comfort.....
 39. Hand.....
 40. Short.....
 41. Fruit.....
 42. Beast.....
 43. Smooth.....
 44. Command.....
 45. Handle.....
 46. Sour.....
 47. Whistle.....
 48. Woman.....
 49. Cold.....
 50. Slow.....



1. Untie.....
 2. Guilt.....
 3. Problem.....
 4. Close.....
 5. Fate.....
 6. Feeling.....
 7. Victory.....
 8. Nurse.....
 9. Fit.....
 10. Hat.....
 11. Unfair.....
 12. Power.....
 13. Unable.....
 14. Reform.....

16. Cheat.....
17. Elder.....
18. Regret.....
19. Dream
20. Uncle.....
21. Discipline.....
22. Money
23. Brother
24. Still.....
25. Found
26. Win
27. Humble
28. Wait.....
29. Sympathy
30. Beauty
31. House
32. Space.....
33. Sky
34. Error.....
35. Engage
36. Wound.....
37. Stress.....
38. Rear.....
39. Fly
40. Heat.....
41. Neat.....
42. Crash
43. Tie.....
44. Arrogant.....
45. Feel
46. Afraid.....
47. Committee.....
48. Fact
49. Deny.....
50. Cast.....

* * * * *



1. Bath.....

2. Fight
3. Machine
4. System
5. Serious
6. Holiday
7. Enemy
8. Dream
9. Pity
10. Prove
11. Lead
12. Hate
13. Life
14. Puzzle
15. Friend
16. Shine
17. Kill
18. Step
19. Loyal
20. Society
21. Aggressive
22. Wash
23. Secret
24. Challenge
25. Efficiency
26. Reason
27. Run
28. Take care
29. Alone
30. Time
31. War
32. Ultimate
33. Office
34. Fish
35. Soft
36. Avoid
37. Withdraw
38. Strange
39. Force
40. Think
41. Company
42. Garden

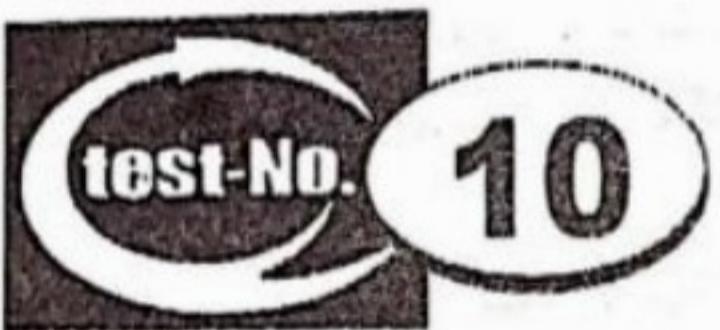
test-No.

15. Swift.....
 16. Blue.....
 17. Thirsty.....
 18. Priest
 19. Ocean
 20. Head
 21. Stove
 22. Long.....
 23. Islam
 24. Drink.....
 25. Child
 26. Complex.....
 27. Keen.....
 28. Difficulty.....
 29. Body.....
 30. Custom.....
 31. Affection.....
 32. Snake.....
 33. Cooperative.....
 34. Knife
 35. Heavy
 36. Green.....
 37. Chain.....
 38. Level
 39. Gold
 40. Hill.....
 41. Branch.....
 42. Movement
 43. Death.....
 44. Blood.....
 45. Fast.....
 46. Check
 47. Humour
 48. Plane
 49. Injury.....
 50. Pressure.....
- *****



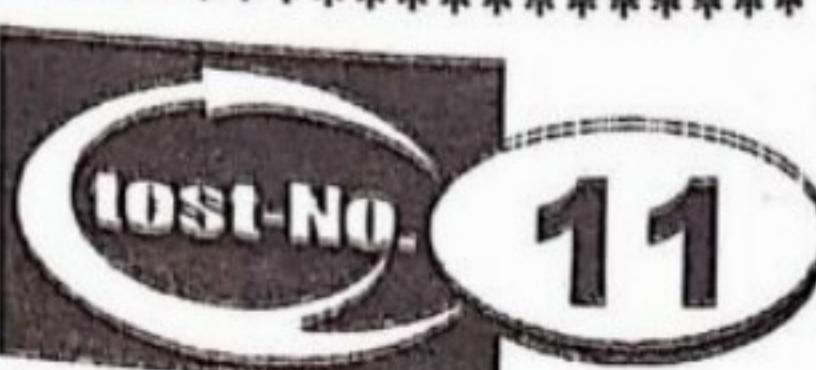
1. Type.....
2. Save
3. Burden
4. Ahead
5. Lonely.....
6. Rest.....
7. Tiger
8. Sing.....
9. Kid.....
10. Change.....
11. Red
12. Nothing.....
13. Unable
14. Fantasy
15. Past
16. Presence.....
17. Stick.....
18. Paint.....
19. Bring.....
20. Dead
21. Hear
22. Drive.....
23. Steam.....
24. Avoid.....
25. Adopt.....
26. Overcome
27. Aid.....
28. Tease.....
29. Lay.....
30. Pleasure
31. Air.....
32. Rain
33. Differ
34. Insist
35. Attempt.....
36. Forbid

37. Religion.....
38. Upstair.....
39. Justify.....
40. Air force.....
41. Navy.....
42. Confuse.....
43. Rail.....
44. Fast.....
45. Evening.....
46. Struggle.....
47. Company.....
48. School.....
49. College.....
50. Built.....



1. Bitten.....
2. Maintain.....
3. Oblige
4. Prefer.....
5. Follow.....
6. Initiative.....
7. Meet.....
8. Rank.....
9. Midnight
10. Begin.....
11. Caution.....
12. Come.....
13. Get.....
14. Merit
15. Up
16. Choose
17. Train.....
18. East
19. Prejudice
20. Lie

21. Use.....
22. Go
23. Bat
24. Tackle
25. Developed
26. Aspect
27. Date
28. Spring
29. Machine
30. Think
31. Task
32. Choice
33. Wall
34. Defend
35. Hide
36. Pick
37. Steep
38. Back
39. Break
40. Contract
41. Show
42. Leave
43. Wrong
44. Fail
45. Continue
46. Teach
47. Slip
48. Speak
49. Odd



1. Bitter.....
2. Hammer
3. Best
4. City

- | | |
|-------------------|------------------------|
| 5. Square | 28. Fever..... |
| 6. Butter | 29. Strike |
| 7. Doctor | 30. Hill..... |
| 8. Loud..... | 31. Cash..... |
| 9. Thief..... | 32. Parent..... |
| 10. Lion..... | 33. Drought..... |
| 11. Joy..... | 34. Solve..... |
| 12. Bed..... | 35. Luck..... |
| 13. Heavy..... | 36. Work..... |
| 14. Smoke..... | 37. Low..... |
| 15. Bold..... | 38. Result..... |
| 16. Moon..... | 39. Frequent..... |
| 17. Fork..... | 40. Expectation..... |
| 18. Quiet | 41. Knowledge |
| 19. Fort..... | 42. Revision..... |
| 20. Salt..... | 43. Revolution |
| 21. Street..... | 44. Sac |
| 22. King | 45. Satire..... |
| 23. Milk..... | 46. Satisfaction |
| 24. Blossom | 47. Search |
| 25. Afraid..... | 48. Serious..... |
| 26. Ban..... | 49. Simple..... |
| 27. Top..... | 50. Spell..... |

EXERCISE NO. 1

The words listed below have often been used by various psychologists in the Word Association Test (WAT) designed by them. Most of these words also frequently appear in the I.S.S.B. tests. The solutions are not purposely given. The candidate's original response is expected in the tests and any pre-set common solutions may prejudice the examiner. The students are again advised to practice writing sentences on these important words. By gaining adequate experience to think quickly and correctly, the candidate can score very high marks in this test.

Work	Responsible	Dictatorship
Defeat	Withdraw	Democracy
Country	Tired	Religion
Home	Risk	Morality
Luck	Boat	Good
Ghost	Step	Punctuality
Trust	Fight	Bad
Company	Problem	Officer
Playground	Machine	Soldier
Character	Lead	Regularity
Sports	System	Holiday
Sad	Afraid	Drink
Worry	Serious	Revenge
Success	Save	Climb
Garden	Jump	Difficulties
Army	Differ	Plan
Music	Protect	Life
War	Sister	Win
Health	Atom	Humble
Custom	Society	Honesty
Affection	Attack	Achieve
Fortune	Enemy	Unfair
Fault	Childhood	Action
Snake	Sleep	Wait
Help	Need	Sympathy
Co-operate	Girl	Beauty
Discipline	Duty	Make
Father	Sputnik	Cinema
Failure	Money	Peace
Science	Mother	Space
Knife	Alone	Rest
Decide	Fast	Enjoy

Efficiency	Love	Think
Careful	Use	Shy
Attempt	Challenge	Solve
Impossible	Books	Story
Rumour	Knowledge	Train
Scene	Talk	Eat
General	Avoid	Short
Test	Find	Goal
Time	Natural	Reaction
Club	Meeting	Group
Give	Take	Fine
Drive	Urge	Disagree
Tackle	Easy	Busy
Often	Design	Prejudice
Greed	Fortune	Misfortune
Pick	Choose	Chosen
Genuine	False	Lie
Prepare	Shine	Shook

EXERCISE NO. 2

1.	Nature	2.	Puzzle	3.	Find
4.	Foreign	5.	Shoot	6.	Admire
7.	Offer	8.	Criticize	9.	Hesitate
10.	Difficult	11.	Relieve	12.	Arrange
13.	Curiosity	14.	Change	15.	Progress
16.	Reform	17.	Dislike	18.	Annoy
19.	Assist	20.	Displeasure	21.	Firing
22.	Overcome	23.	Unable	24.	Persist
25.	Insist	26.	Begin	27.	Death
28.	Confuse	29.	Defend	30.	Run
31.	Respect	32.	Persuade	33.	Compel
34.	Service	35.	Confuse	36.	Keen
37.	Faith	38.	Danger	39.	Trouble
40.	Cautious	41.	Precaution	42.	Organize
43.	Initiative	44.	Adopt	45.	Fever
46.	Future	47.	Strict	48.	Follow
49.	Ahead	50.	Advice		

Mechanical Aptitude Test

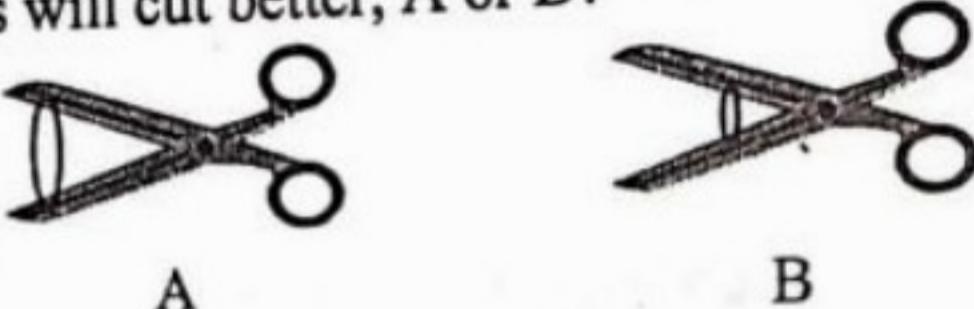
The word mechanical means "pertaining to machine or mechanics: constructed according to the laws of mechanics: possessing mechanical talent: done by a machine."

In Mechanical Aptitude Test, a candidate has to display his mechanical worth. The candidate is given a booklet, which has got many different exercises. Usually, the candidate is asked either to write its answer or cross it in answer. Most of the questions of this test are very common which do not require any special mechanical aptitude of the candidate.

In this test, also, there is a large number of questions which are to be attempted in a limited fixed time. He must, therefore, be sharp enough to finish the work in time.

Example

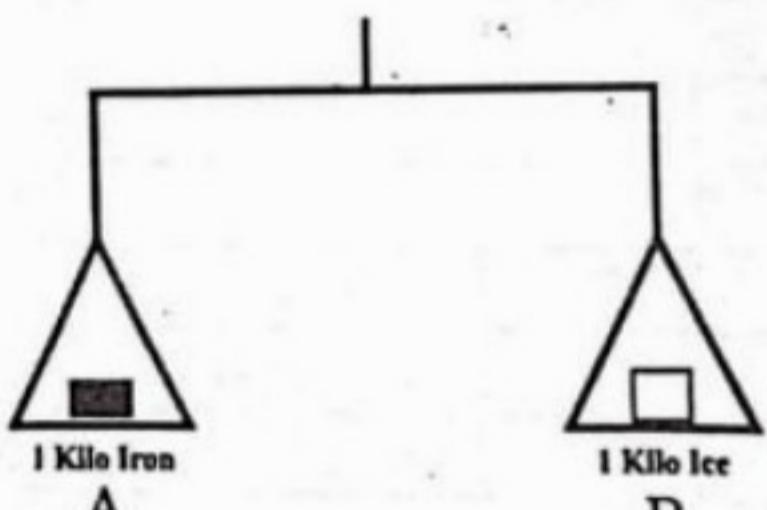
Which pair of scissors will cut better, A or B?



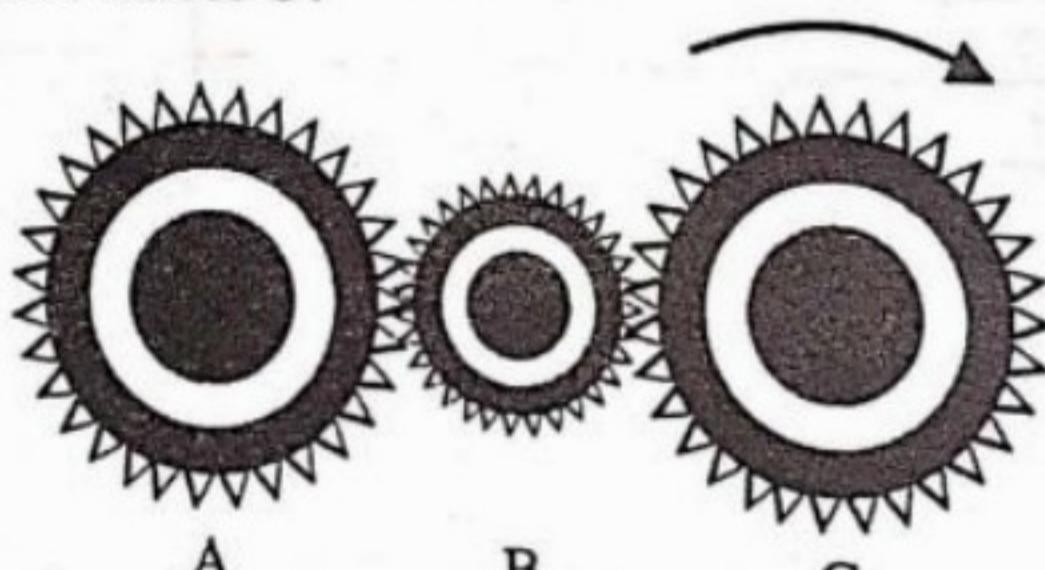
Answer B.

Questions

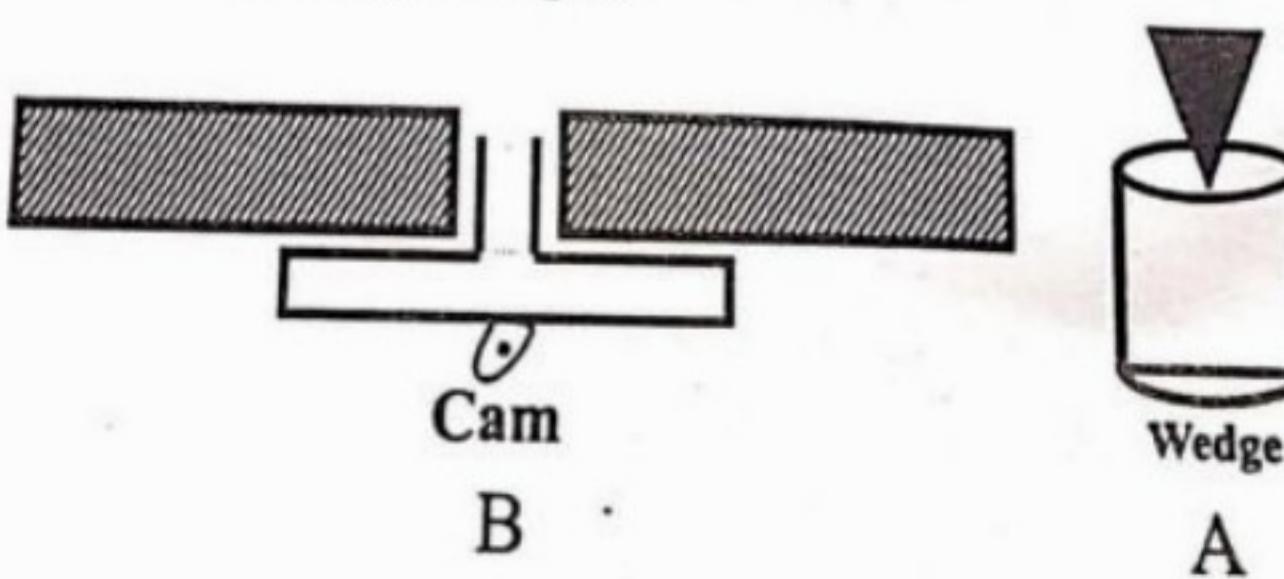
1. Which is heavy, A or B?



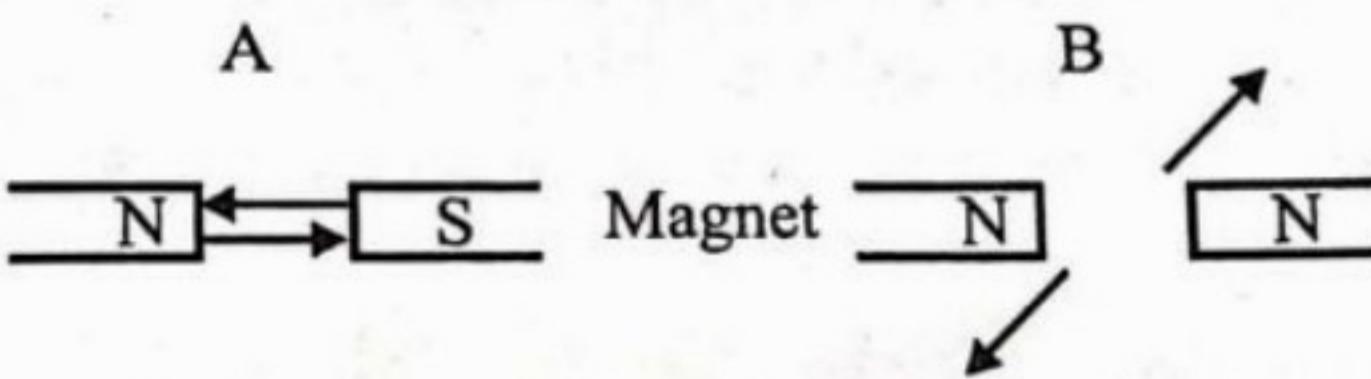
2. What is the direction of wheel C?



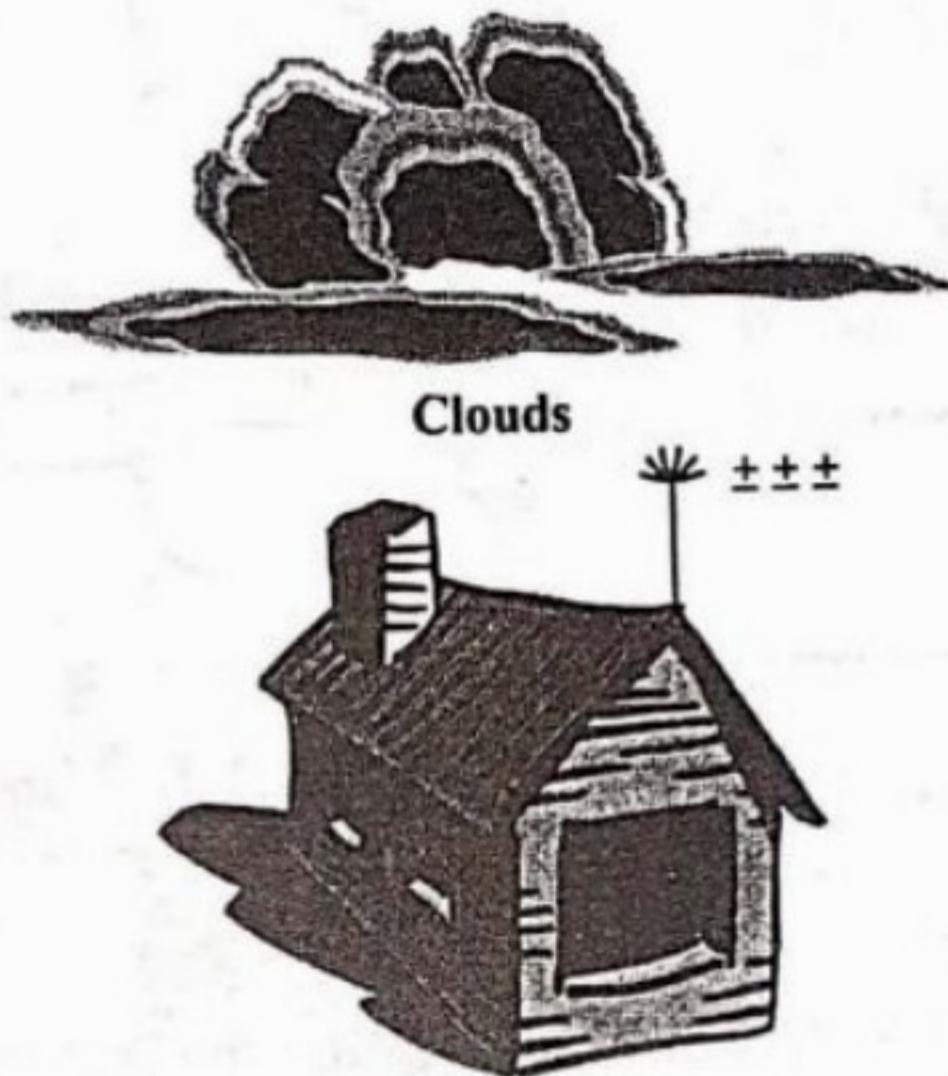
3. Do A and B work on the same principle?



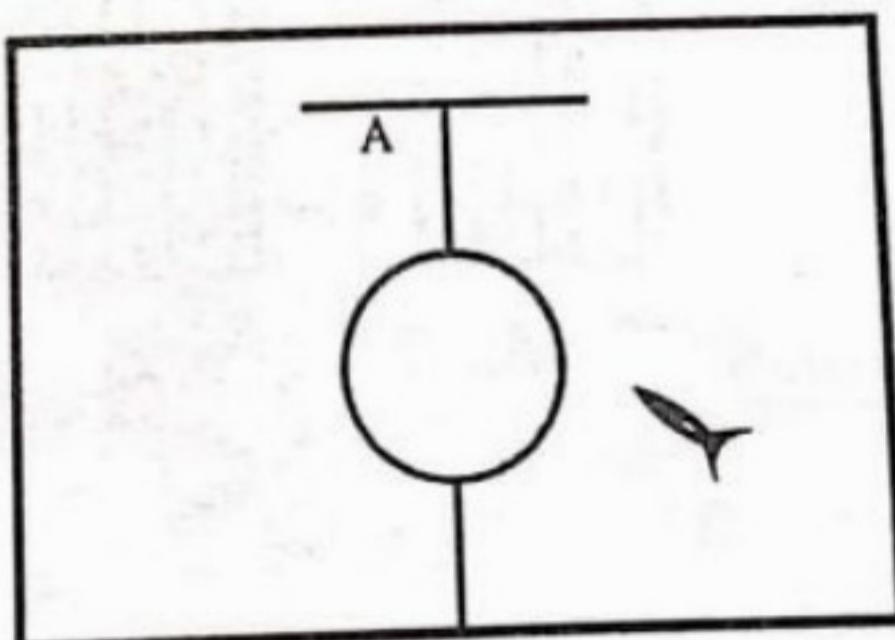
4. Which is a sure test? (A) Attraction. (B) Repulsion.



5. What is the charge in the clouds (A) Positive. (B) Negative?



6. A metal ball is suspended by means of a string and at its lower end another string is attached. How will you pull: A, to streak the power string and, B, to break the lower string.



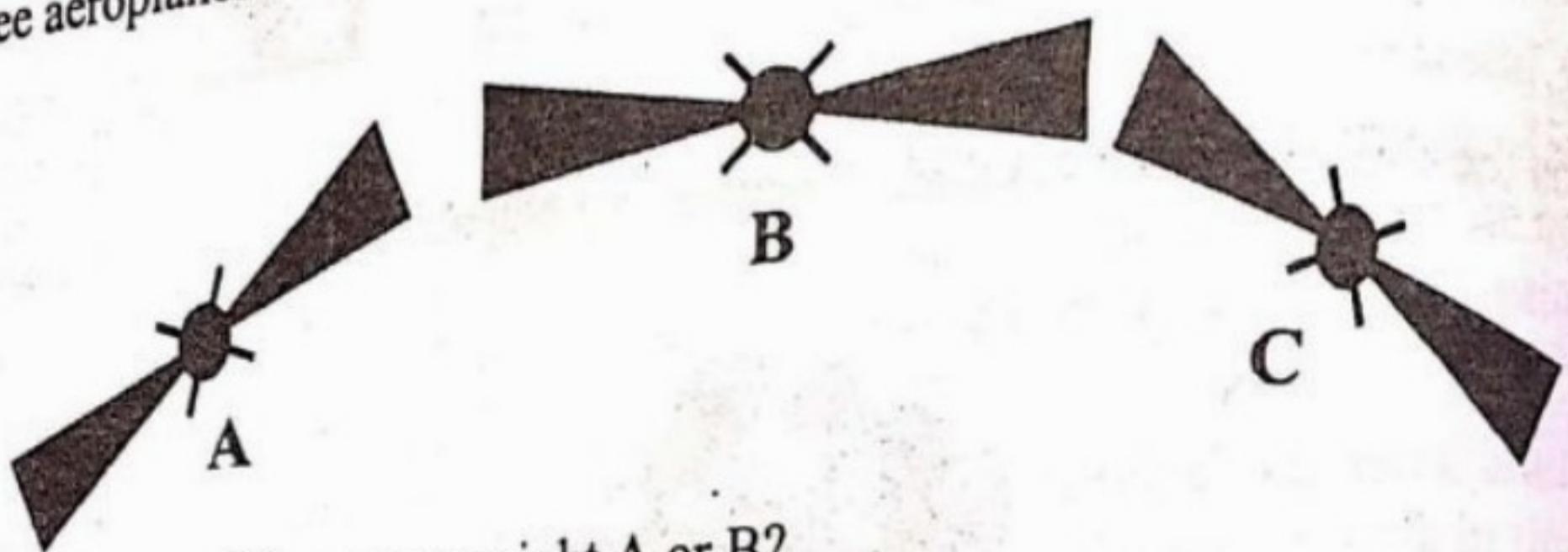
Answers

1. Equal.
2. Same as A.
3. Yes.
4. Repulsion.
5. Negative.
6. A gentle pull will break the upper string and a sharp pull the lower one.

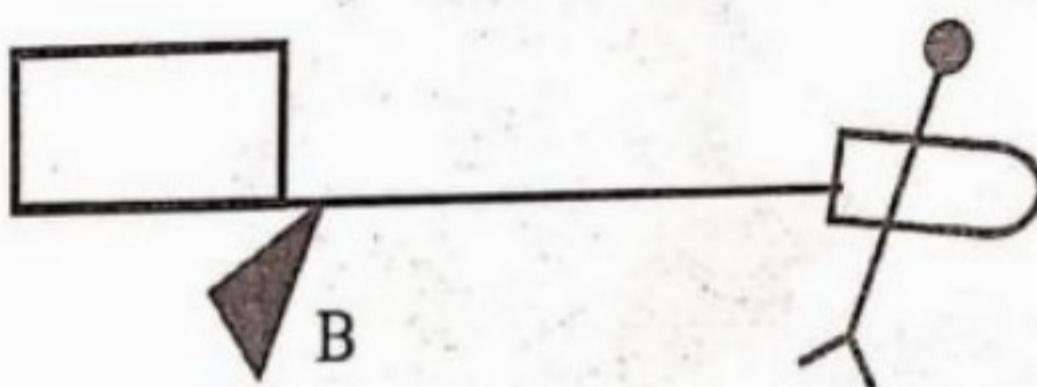
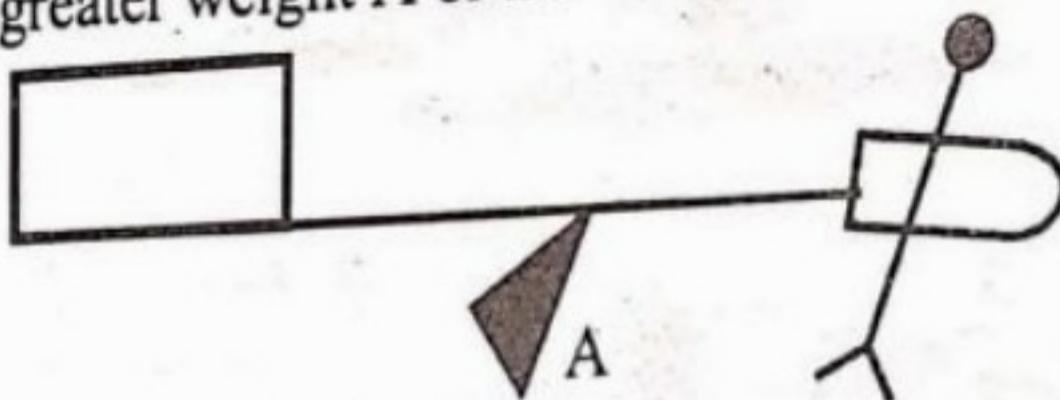
TEST QUESTIONS

(Time allowed 10 Seconds)

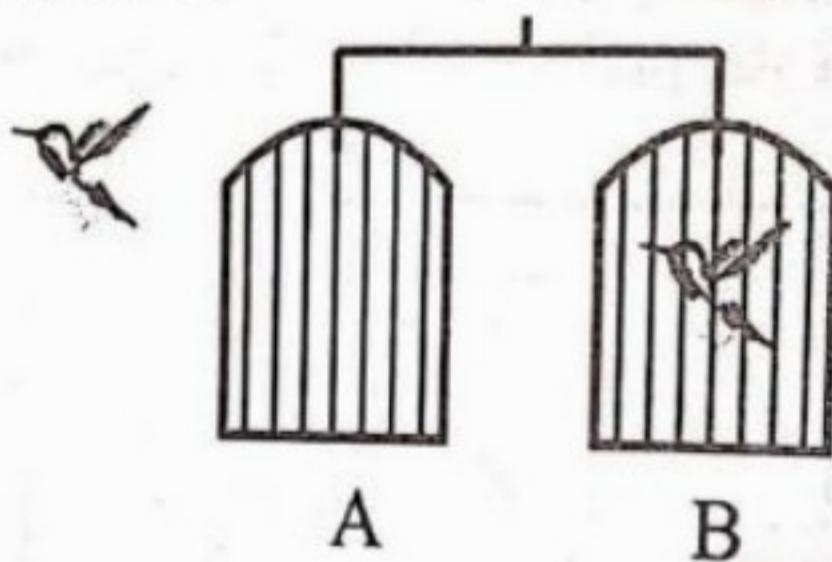
1. Three aeroplanes are coming, which aeroplane is turning to its left.



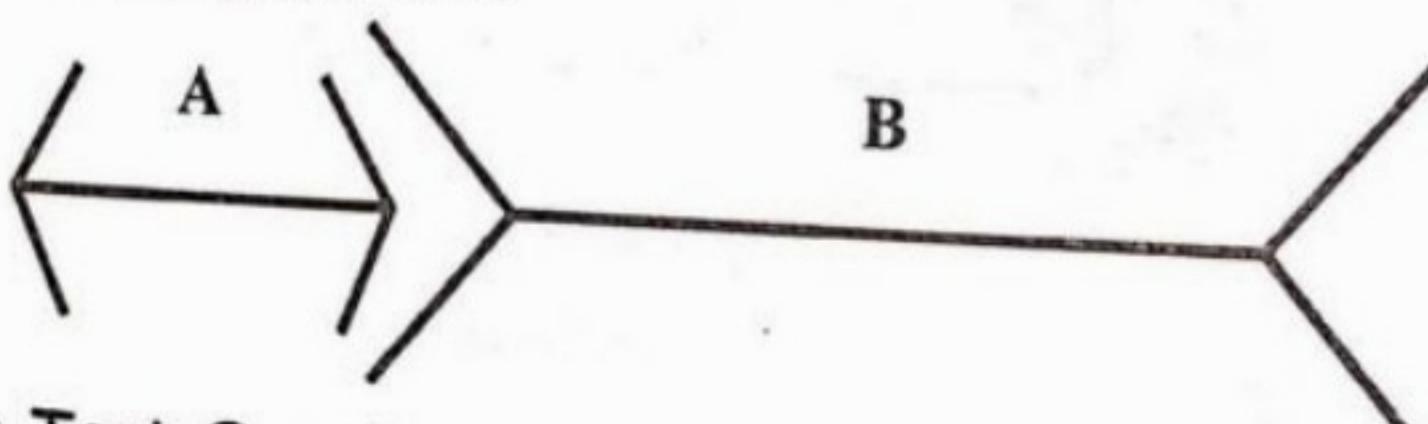
2. Which man can lift greater weight A or B?



3. Which wire cage weighs more? The cage with the bird outside A, or the cage with the bird flying inside B.



4. Which line is longer, A or B?



Answers to Test Questions

1. C.

3. Equal.

2. B.

You qualify if three are correct.

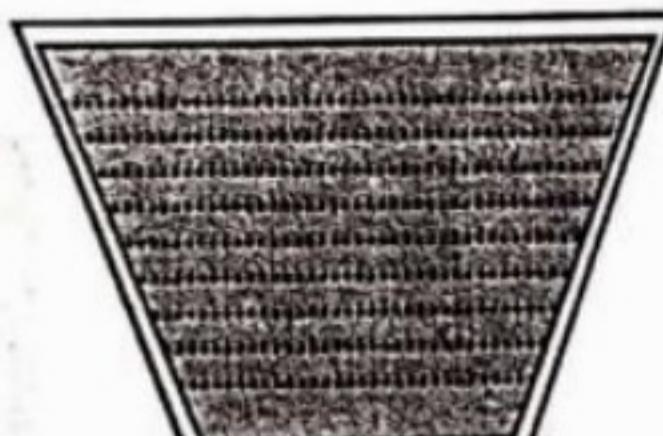
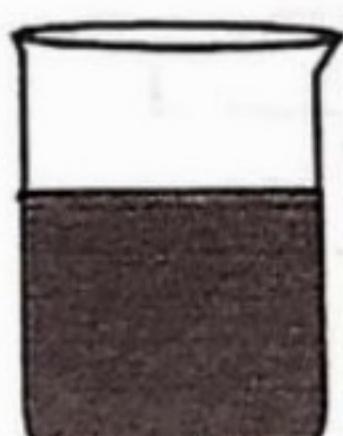
4. Equal.





B

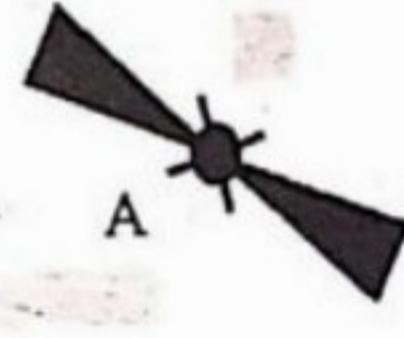
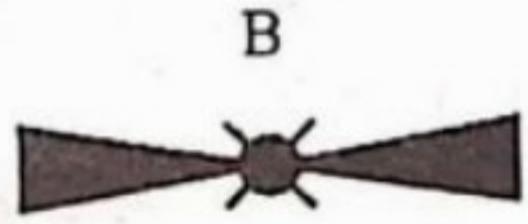
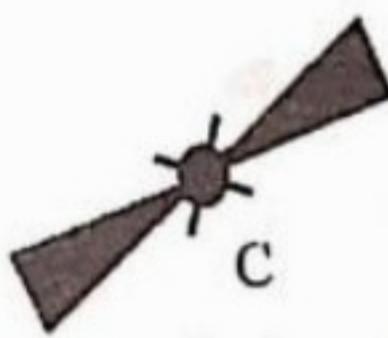
9. In which of these round jars will the liquid press harder on the bottom?



A

B

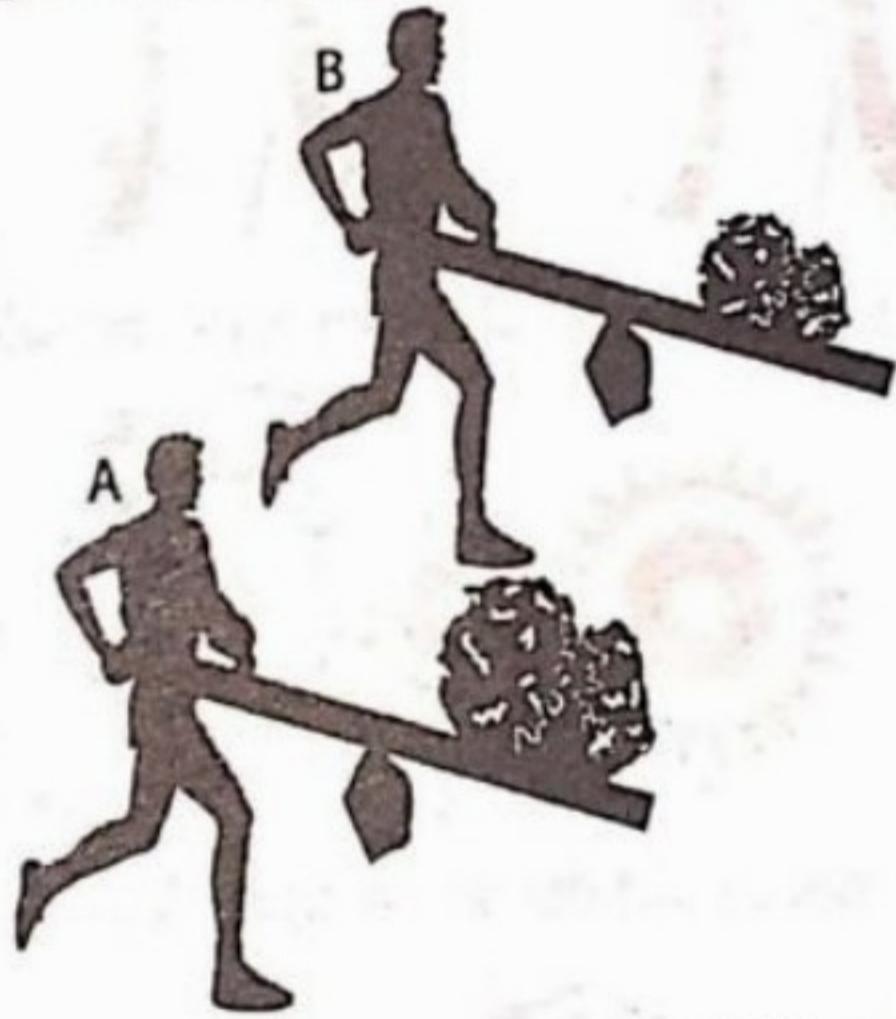
10. Three aeroplanes are coming. Which aeroplane is turning to its right?



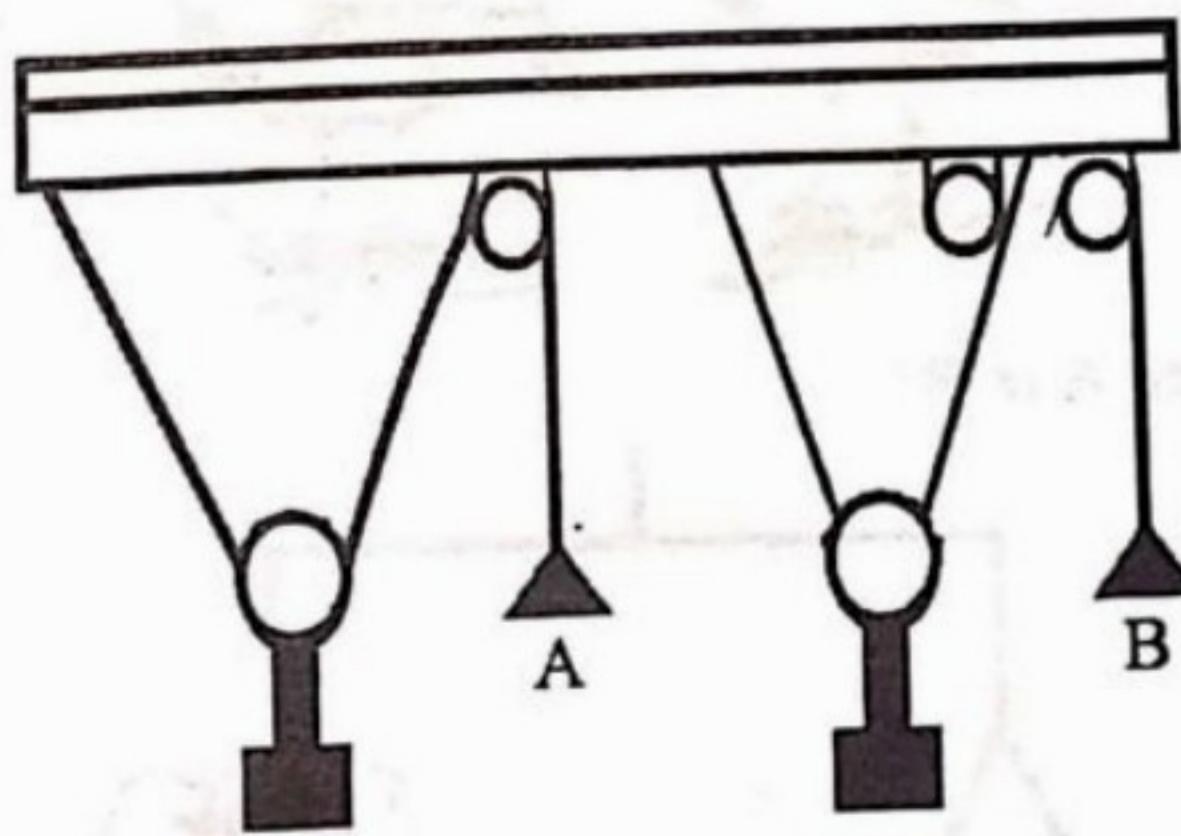
B

A

11. Which man can lift greater weight, A or B?



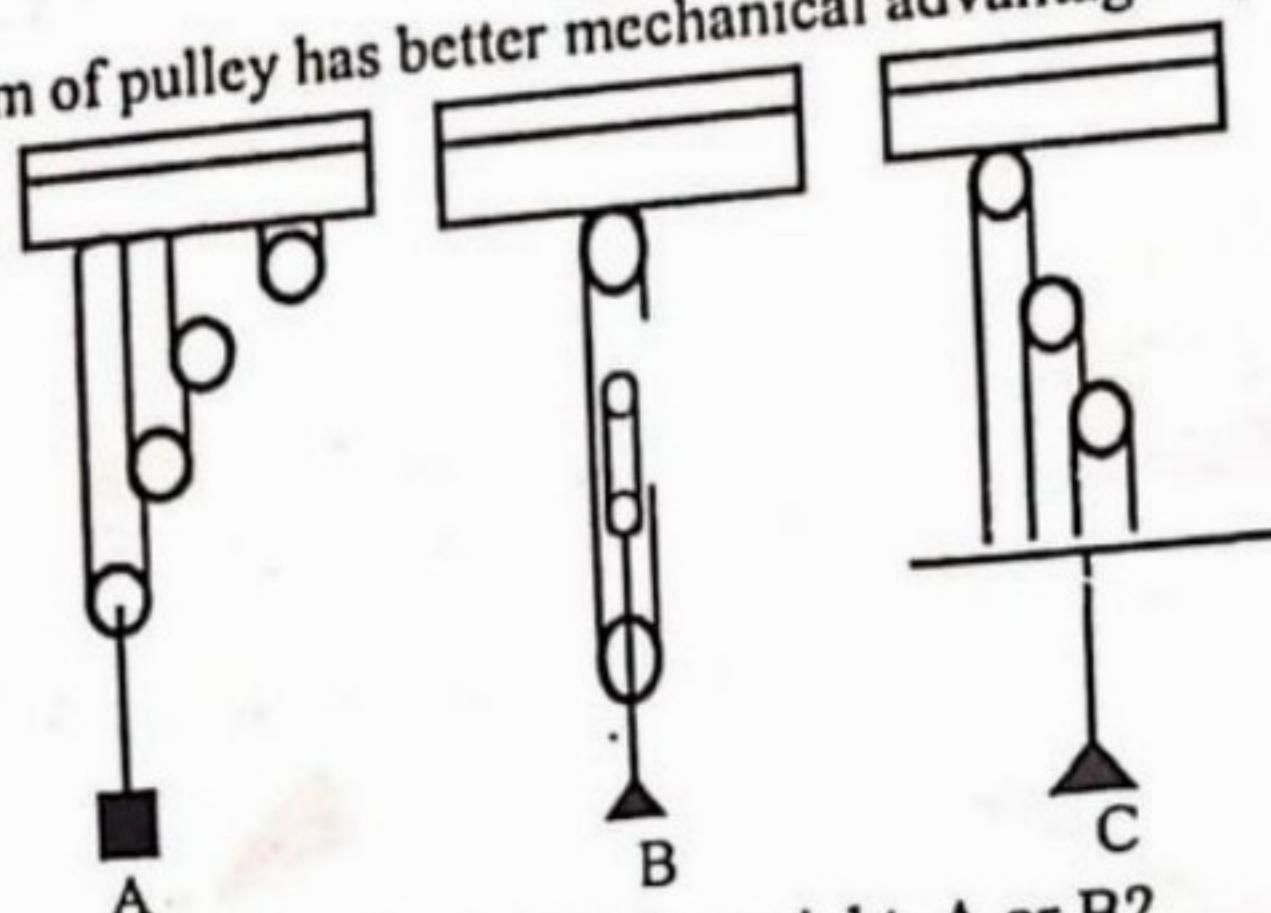
12. Which weight must be heavier to support the 100 pounds in the position shown, A or B?



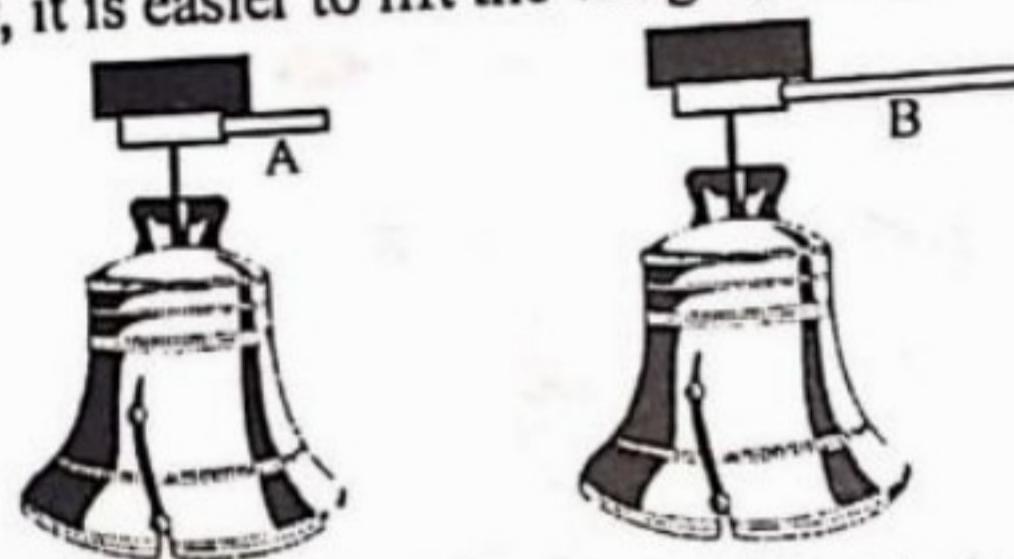
A

B

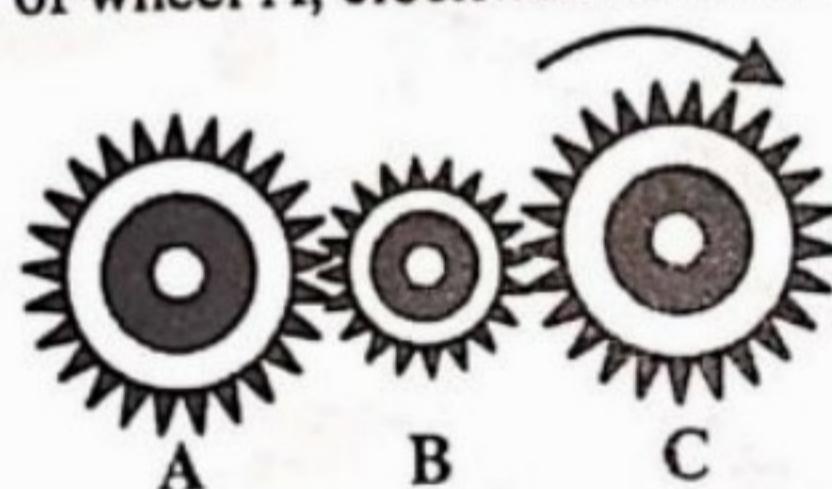
13. Which system of pulley has better mechanical advantage A, B or C?



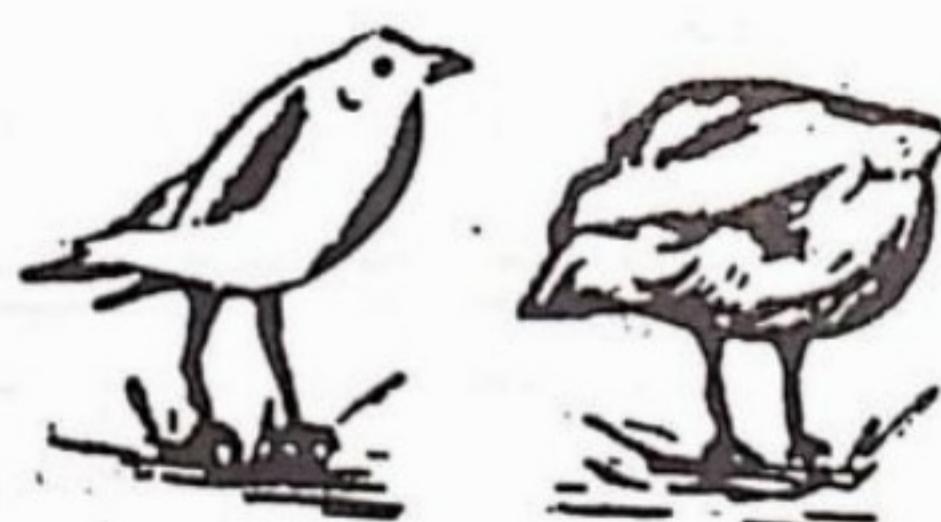
14. With which lever, it is easier to lift the weight, A or B?



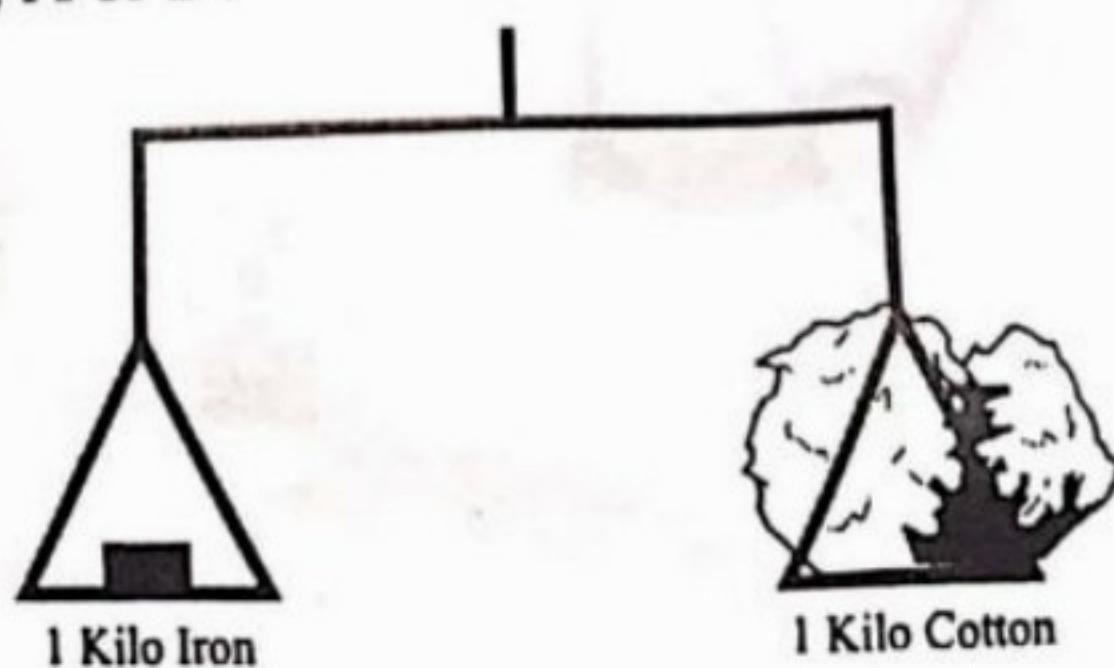
15. What is the direction of wheel A, clockwise or anti-clockwise?



16. Which bird will feel more cold during winter, A or B?

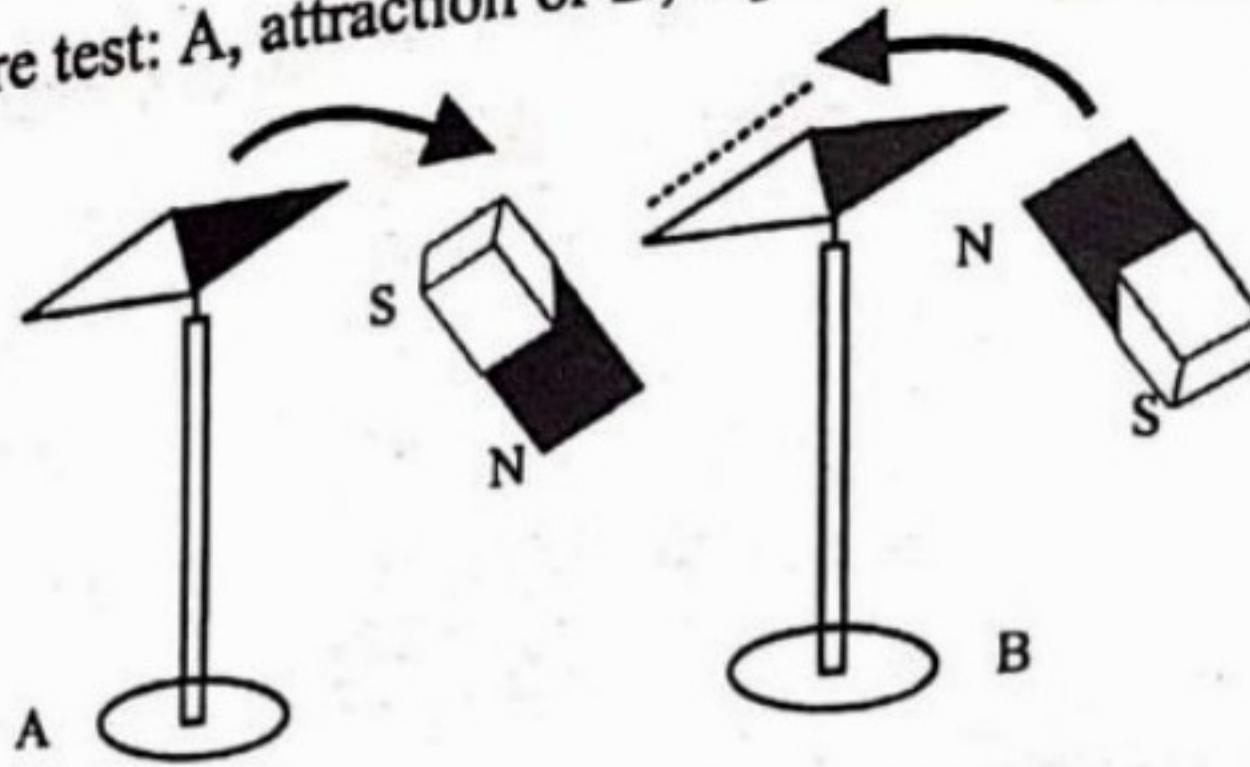


17. Which is heavier, A or B?

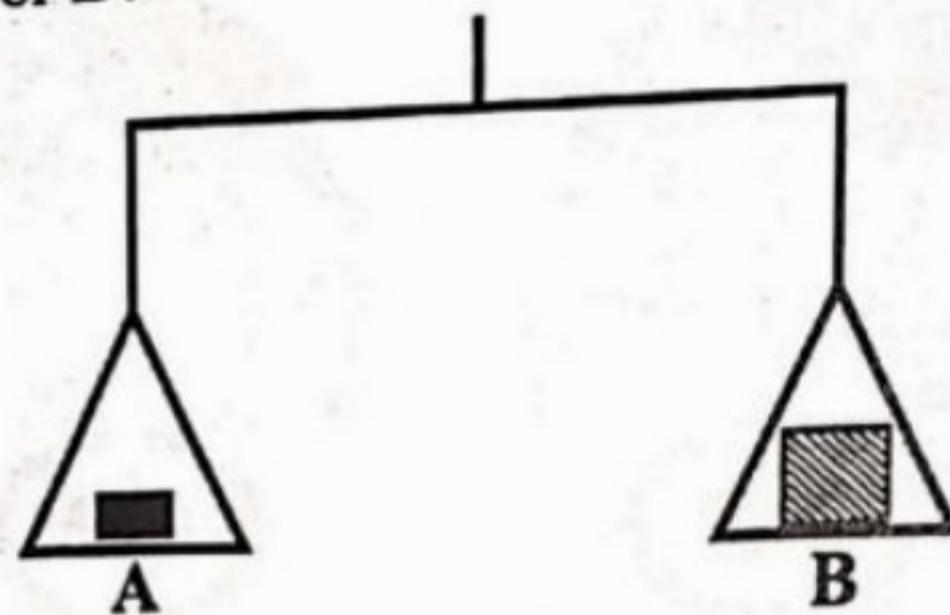




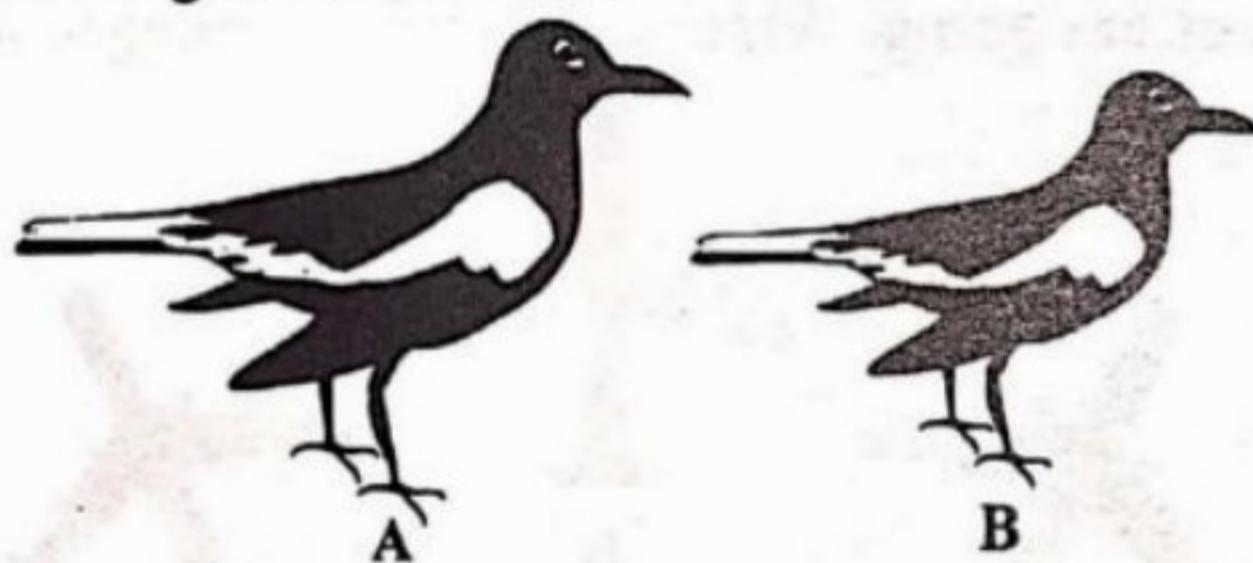
22. Which is a sure test: A, attraction or B, repulsion?



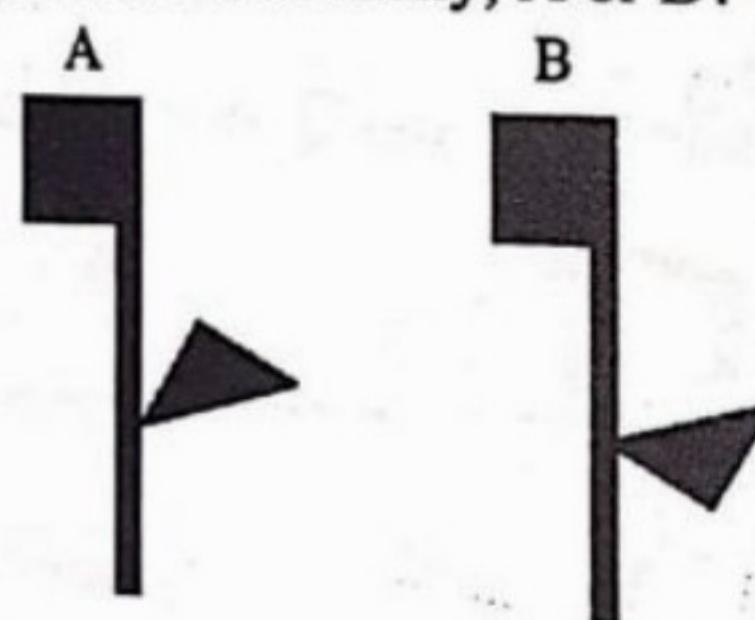
23. Which is heavy, A or B?



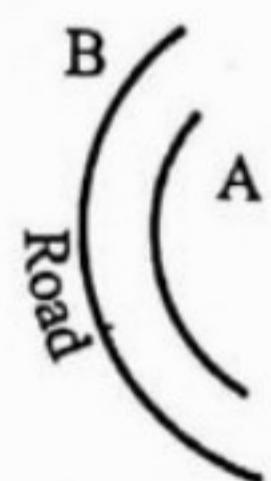
24. Which bird will weigh more, A or B?

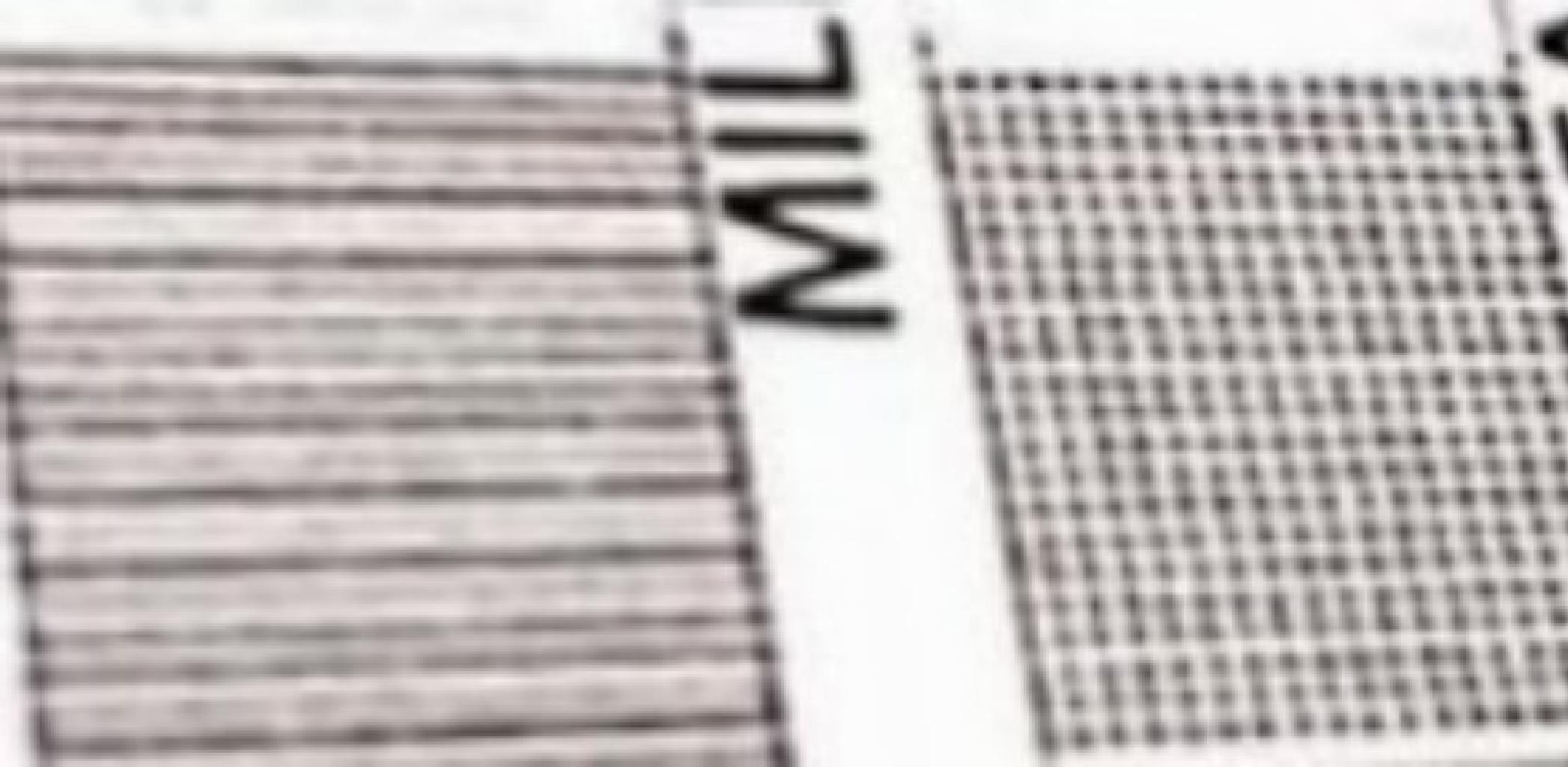


25. Which weight can be lifted more easily, A or B?



26. A bus turns on a road as shown in the figure, at which point the pressure will be greater, A or B?





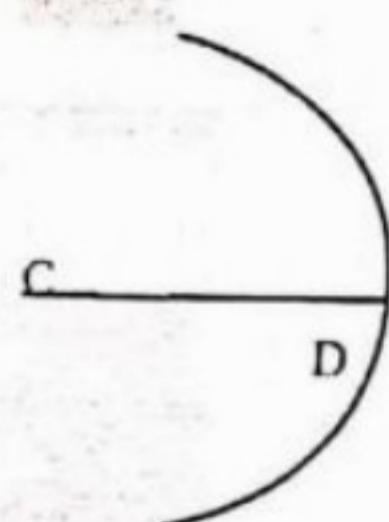
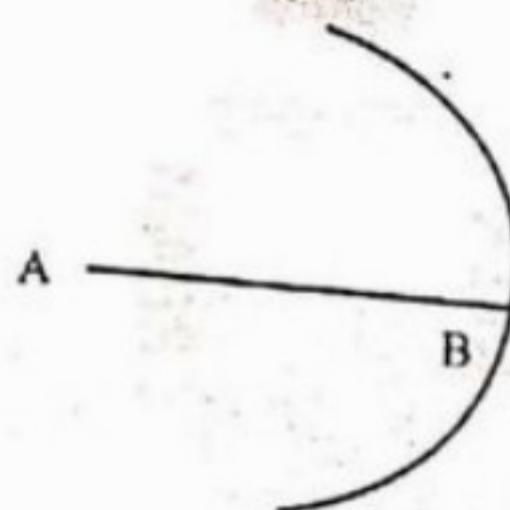
32. Which piece is large, A or B?



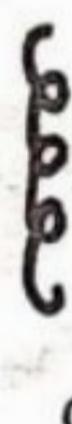
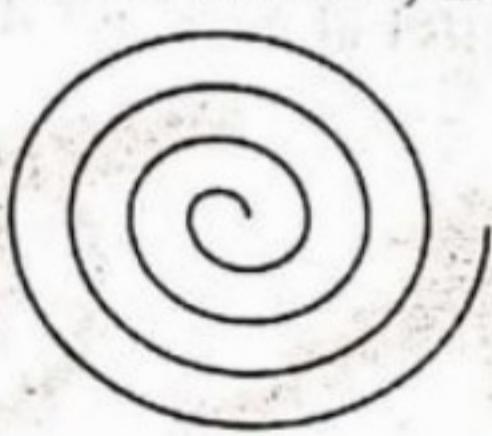
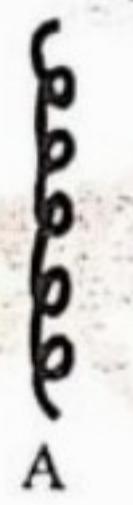
A

B

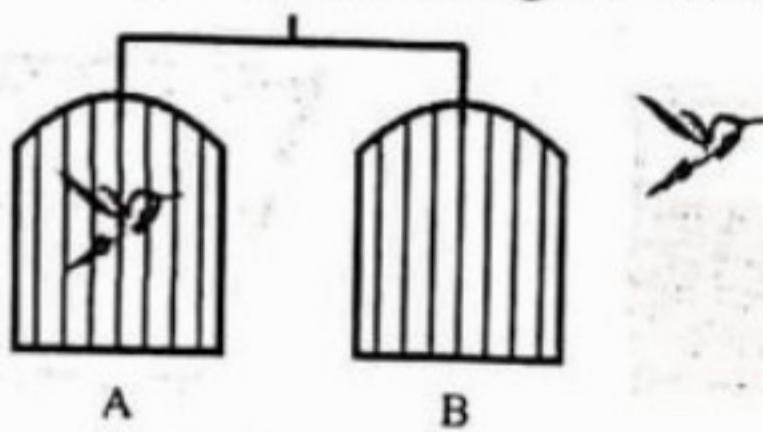
33. Which is longer in the following, AB or CD?



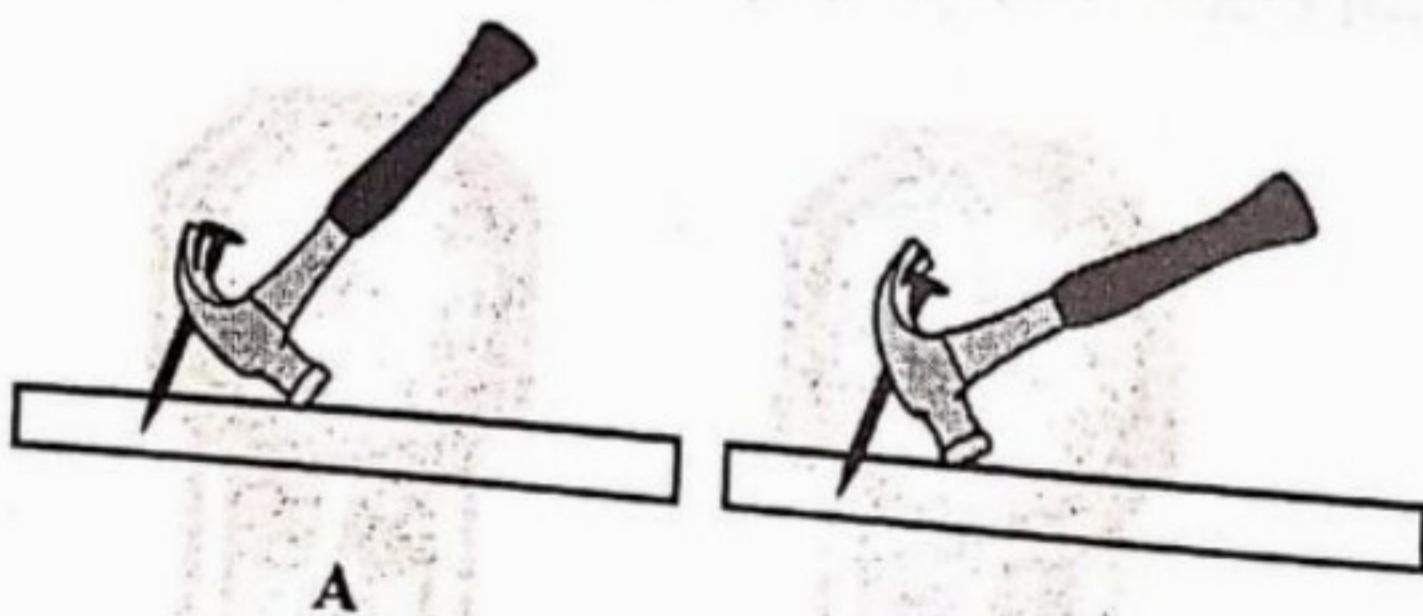
34. Which spring contains great resistance A, B or C?



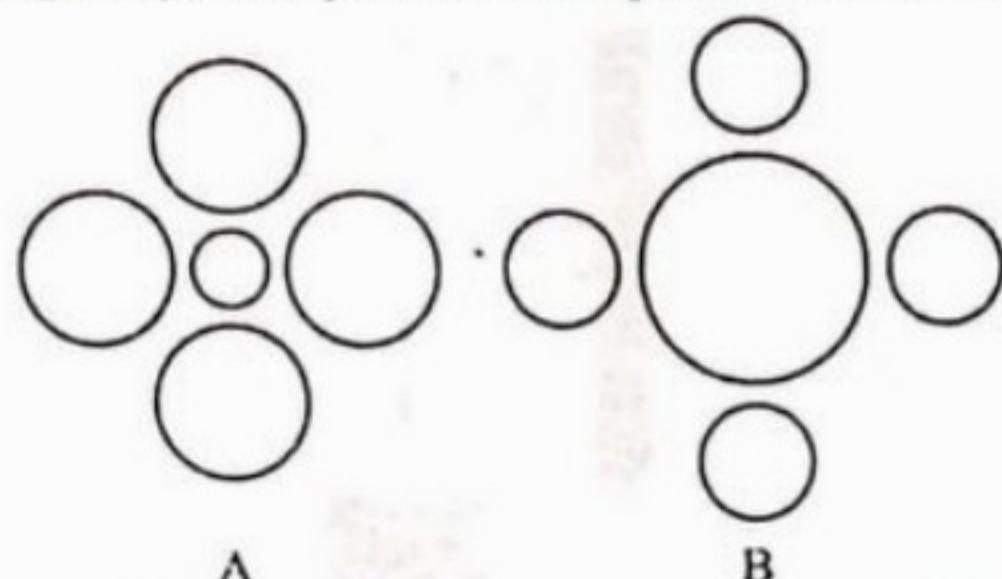
35. There are two cages which are equal in weight. A bird flies inside a cage and a bird flies outside another cage. Which cage will weigh more, A or B?



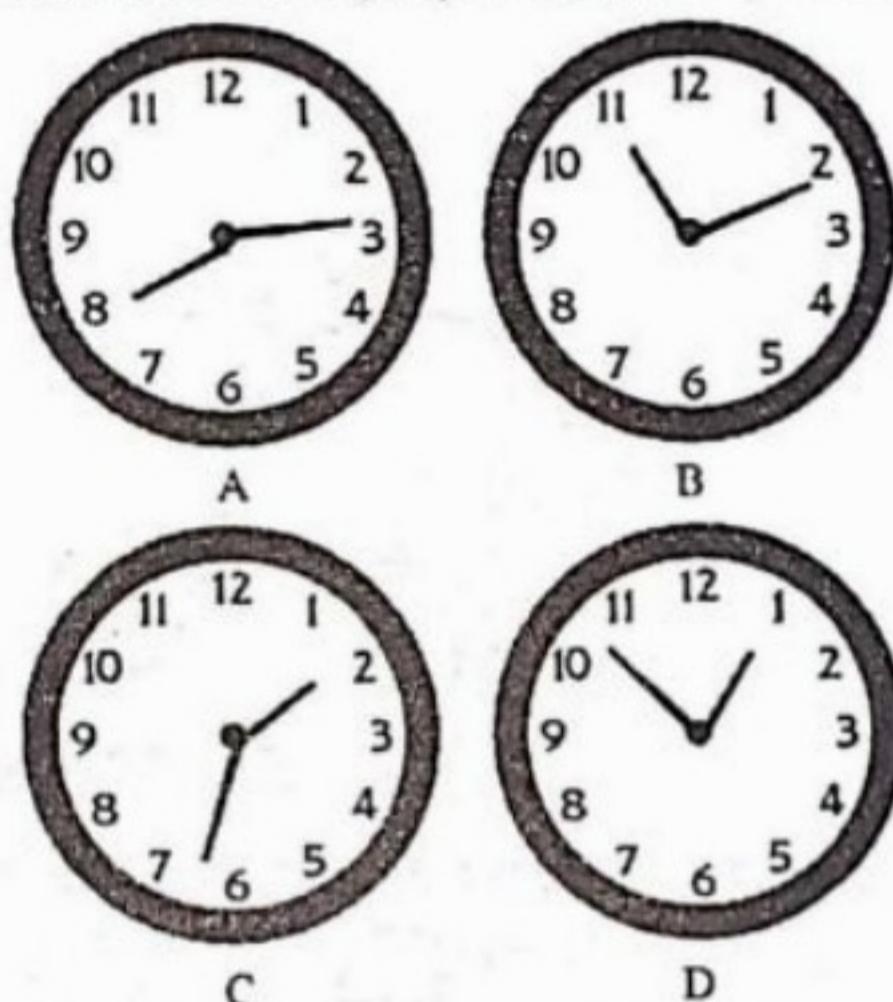
36. There are two nails to be pulled out. Which hammer will pull cut more easily, A or B?



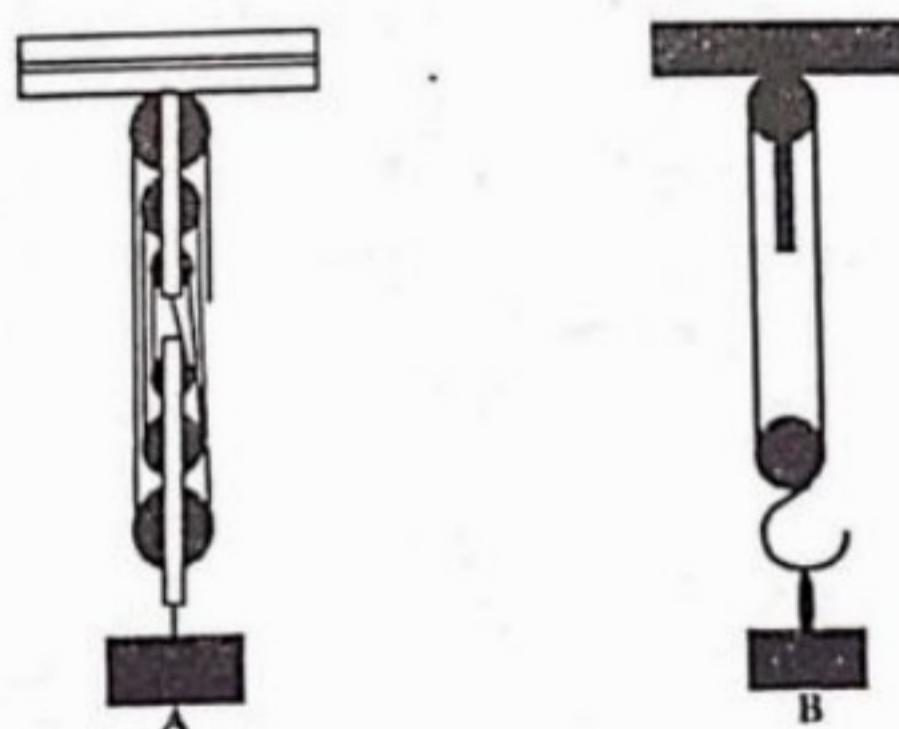
37. There are two centre circles which are represented by group A and B. Is the centre circle of the group A equal or unequal than the centre circle of group B?



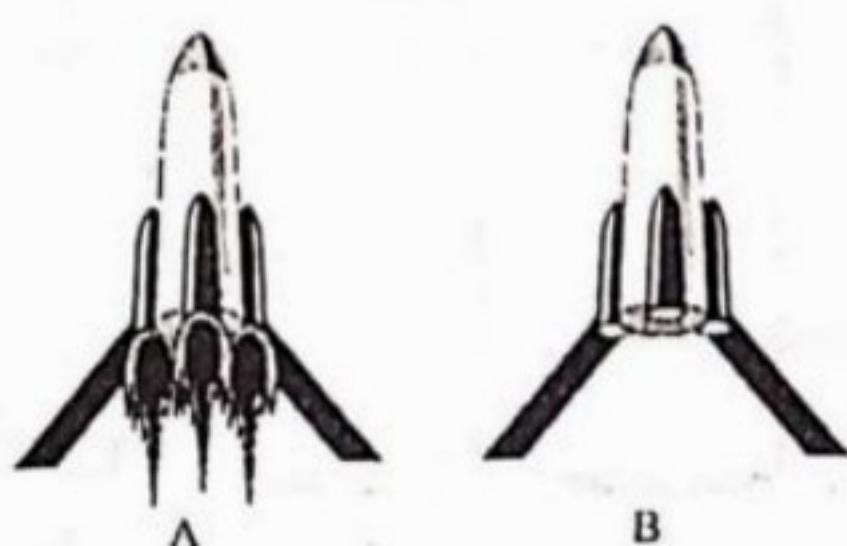
38. There are four reflected clocks A, B, C and D. Which will strike the hour first?



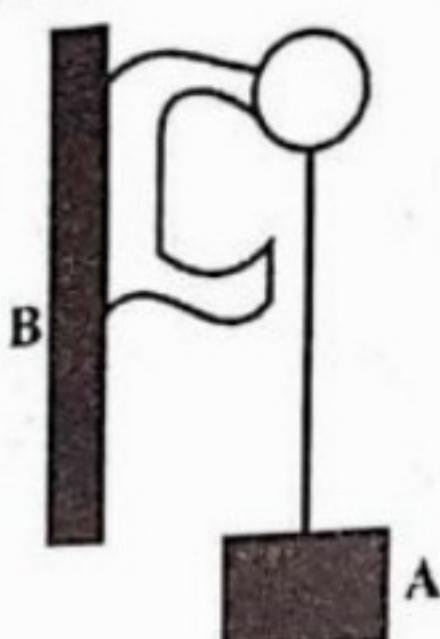
39. There are two pulleys A and B. With which pulley, is it easier to pull the weight, A or B?



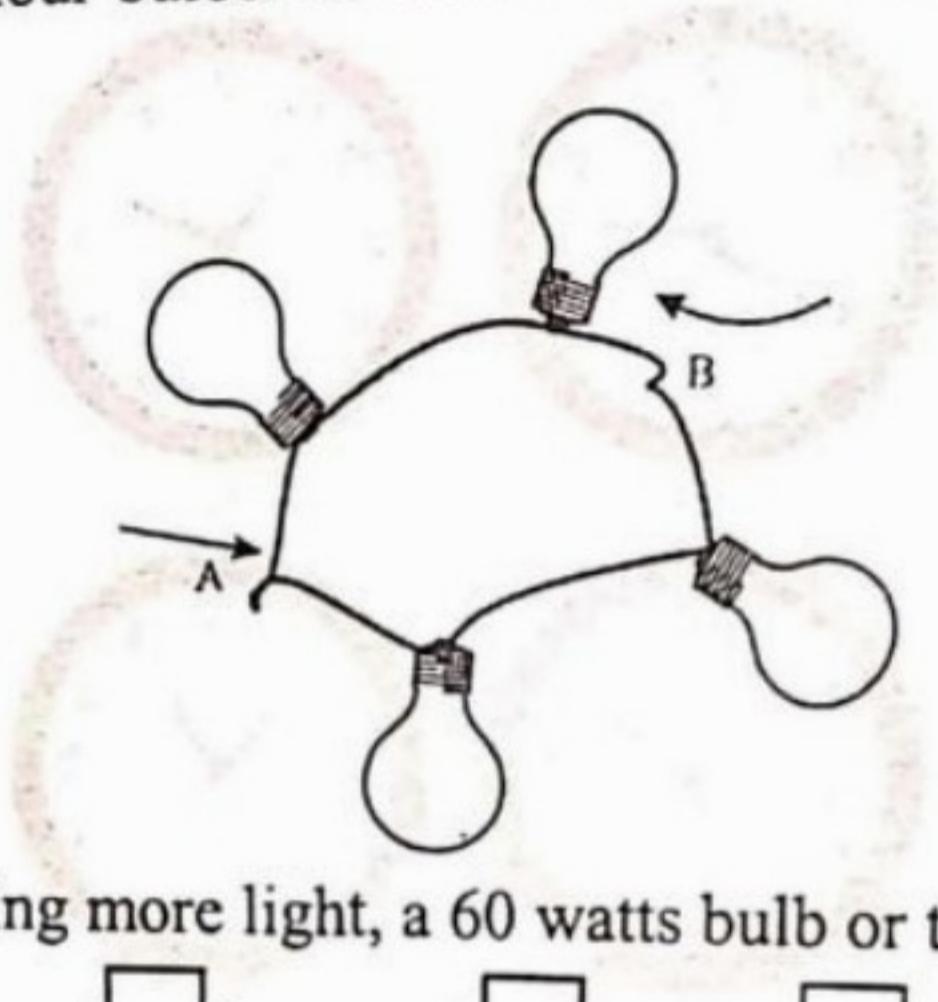
40. There are two rockets A and B. Has any rocket zero momentum? Answer in "Yes" or "No".



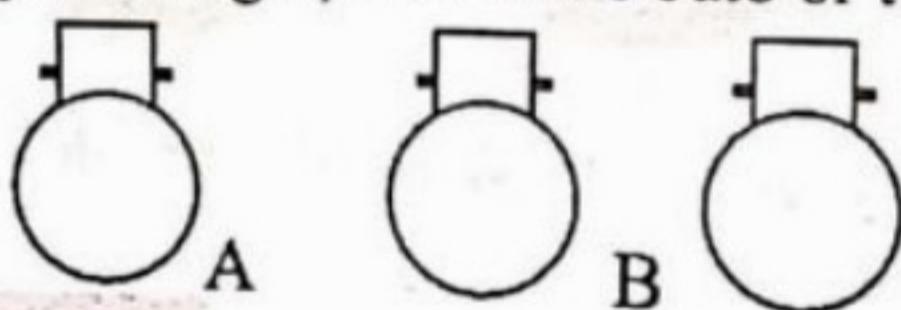
41. Tell, at which point the pressure will be heavier, A or B?



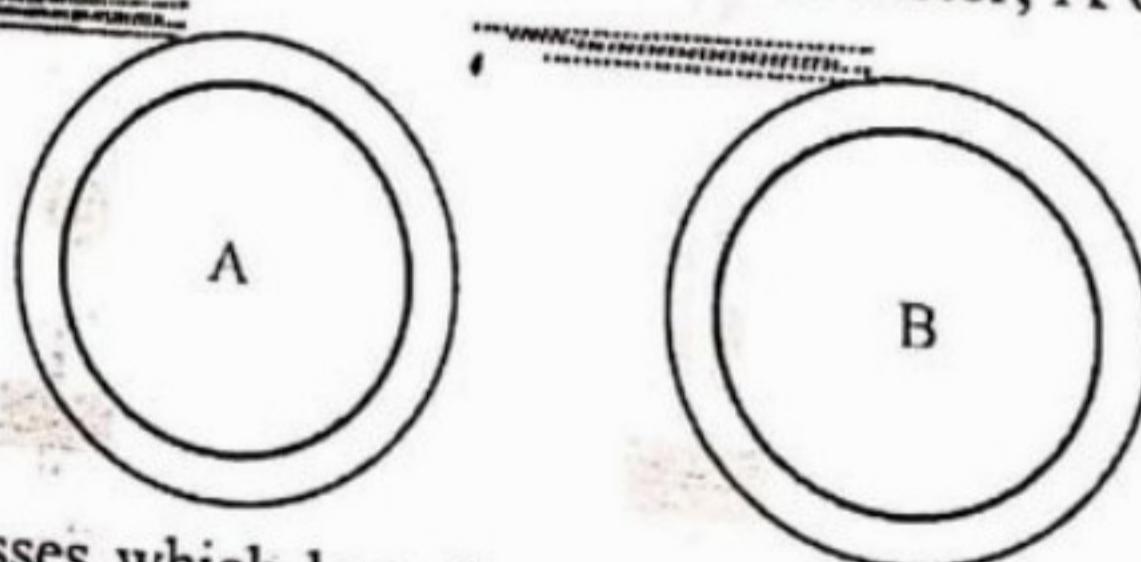
42. We have to light four bulbs. In which direction, the current is passing from A to B?



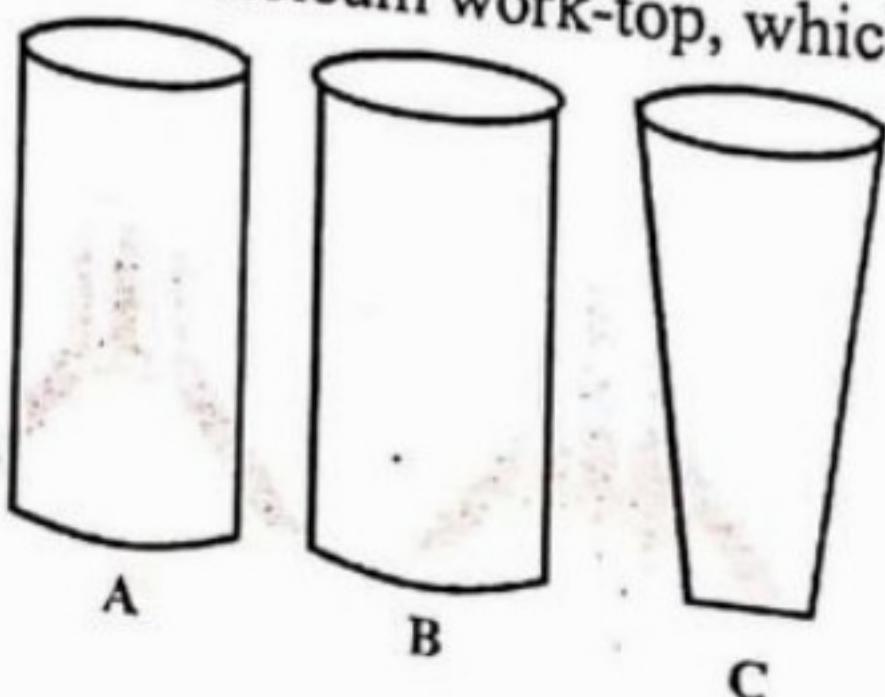
43. Which bulb is giving more light, a 60 watts bulb or two bulbs of 30 watts each?



44. There are two wheels A and B. Which wheel runs faster, A or B?



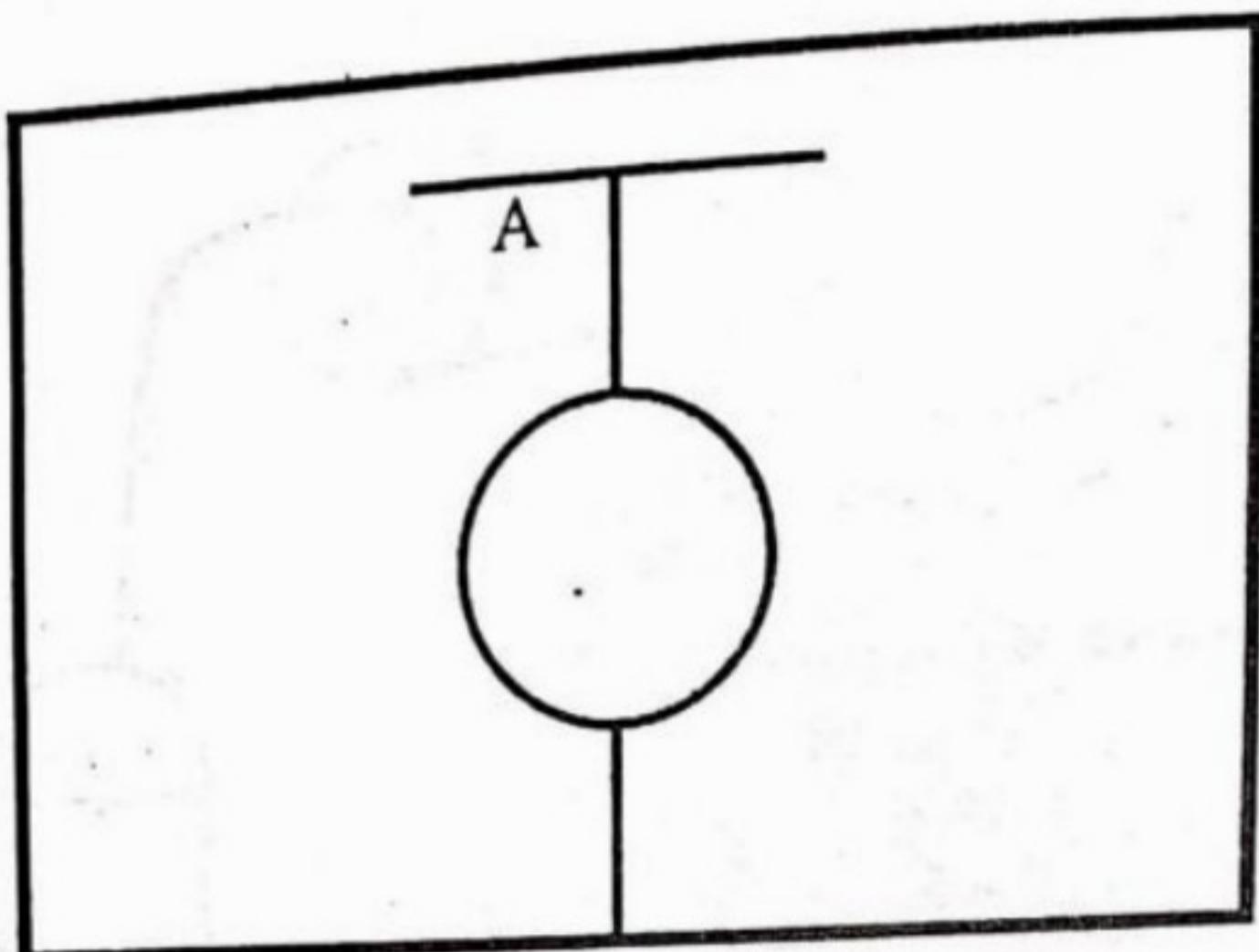
45. There are three glasses which have been just washed, rinsed and drained, then they are caused to dry on a linoleum work-top, which will dry first, A, B or C?





50.

A metal ball is suspended by means of a string and at its lower end another string is attached. How shall you pull: A, to break the upper string, and B, to break the lower string?



ANSWERS

1.	Y	2.	Y	3.	B	4.	Raised	5.	A
6.	B	7.	C	8.	B	9.	Equal	10.	A
11.	B	12.	Equal	13.	C	14.	B	15.	Clockwise
16.	A	17.	A	18.	A	19.	A	20.	A
21.	B	22.	B	23.	B	24.	A	25.	2
26.	A	27.	B	28.	B	29.	B	30.	Equal
31.	B	32.	B	33.	Equal	34.	A	35.	Equal
36.	A	37.	Unequal	38.	L	39.	A	40.	No
41.	A	42.	Both	43.	Unequal	44.	Equal	45.	C
46.	Lowered	47.	B	48.	B	49.	Negative		
50.	A gentle pull will break the upper string and a sharp pull, the lower one.								

Thematic Apperception Test (TAT)

The **Thematic Apperception Test**, or **TAT**, is a projective psychological test. Historically, it has been among the most widely researched, taught, and used of such tests. Its adherents assert that the TAT taps a subject's unconscious to reveal repressed aspects of personality, motives and needs for achievement, power and intimacy, and problem-solving abilities.

Procedure:

The TAT is popularly known as the *picture interpretation technique* because it uses a standard series of provocative yet ambiguous pictures about which the subject is asked to tell a story. The subject is asked to tell as dramatic a story as he can for each picture presented, including the following:

- what has led up to the event shown
- what is happening at the moment
- what the characters are feeling and thinking
- what the outcome of the story was

If these elements are omitted, particularly for children or individuals of low cognitive abilities, the evaluator may ask the subject about them directly.

There are 31 picture cards in the standard form of the TAT. Some of the cards show male figures, some female, some both male and female, some of ambiguous gender, some adults, some children, and some show no human figures at all. One card is completely blank. Although, the cards were originally designed to be matched to the subject in terms of age and gender, any card may be used with any subject. Most practitioners choose a set of approximately ten cards, either using cards that they feel are generally useful, or that they believe will encourage the subject's expression of emotional conflicts relevant to their specific history and situation.

Thematic Apperception Test **(PICTURE-STORY WRITING)**

The "Thematic Apperception Test" means "a test which is constituted to assess the ability of a candidate in understanding the reality of things." Its Urdu meaning is کسی شخص کا چیزوں یا شکلوں وغیرہ کی اصلیت کو سمجھنے کے ادراک کا "امتحان"

In "Thematic Apperception Test", the word thematic means "vowel: a vowel that comes between root and inflexion." The Urdu meaning of this word is "ذین کا کسی چیز کو دیکھ کر ادراک کر لینا"

The meaning of the word apperception is "the mind's perception of itself as a conscious agent: an action of voluntary consciousness accompanied with self consciousness. The Urdu meaning of the word apperception is

"گرامر۔ الفاظ کی اصلی شکل کے متعلق۔ مادہ الفاظ کے متعلق۔ اصلی مادے کا"

"The Thematic Apperception Test" or "The Picture-Story Writing Test" is the projective method of measuring personality of a candidate. It discovers the true value of a candidate. It is an indirect approach to the study of personality of the candidate. In a way, it is an effort to ask the candidate to give an appreciation of his own abilities, in a subconscious manner. In a wider sense, it is displaying of abilities of the personality of the candidate to the external world.

It may be noted that there is difference between the intelligence test and the projective test. In an intelligence test, every question has only one definite answer, whereas in a projective test every question has more than one possible answers. In a projective test, answers selected by a candidate display his own personality. The essence of the projective technique depends upon making the candidate to give response to some unstructured stimulus viz., a vague picture or an ink blot. From the responses of the individual, an estimate of his personal character is made. This test brings out candidate's fear, guilt, frustration, inferiority complex, complexes, ambitions, interests, group tendencies, etc.

There are many projection techniques. Murray's Thematic Apperception Test and Rorschach Ink Blot Test are very important.

The Thematic Apperception Test comprises series of standard pictures. These pictures are displayed to the candidate one by one. He is required to write a story on every picture. In his story writing, he has to state what people are doing, what was the reason of the situation and what will be its result.

The Rorschach Test contains a set of 10 ink blots, which are shown to the candidate one after another. His answers are written on a form. Then, it is seen whether the response was made to the part or whole of the blot, whether it was made to black patches or coloured spots, whether anatomical shapes or animal forms, moving objects or

something else, were seen.

The procedure of this test is that approximately ten or twelve vague or unstructured slides are displayed to the candidates one after another. Each slide is shown to the candidates for 30 seconds only and then they are allowed three minutes to develop and write a story on it. After three minutes, another slide is shown. In this way, all the slides are shown to them one after another. In case, it is not possible to exhibit slides to the candidates, then arrangements are made to exhibit them maps, which contain those pictures.

It will be seen that there is a great resemblance in "Picture-Story Writing Test" and the "Word Association Test". In a Word Association Test, 50 words are shown to the candidates one after another, where each word is shown to him for 15 seconds, within which he has to use it in a suitable sentence. While in the Thematic Apperception Test or Picture-Story Test, in place of a word, a slide is shown. In Word Association Test, the number of words to be shown are 50, whereas in Picture-Story Writing, the number of pictures or slides is only 10 or 12.

Helpful Hints for Writing Story.

The candidate must observe the picture or the slide quite minutely. He must note if there are any written words in the picture. He must note a person or persons involved in the picture, as the story will resolve around them. Therefore, the candidate must try to develop the background of the story. He must also, therefrom, try to guess the future aspects of the story.

It will be seen that, usually, every story revolves around one main character, whereas other characters, will relate to it. The main character can be called hero or heroine. To make the story more real, it is advisable to give simple names to characters such as Abdullah, Bashir, Nazir, Mubarik, Saeed, etc.

As the story is to be written in a brief time of 3 minutes only, therefore, the candidate must avoid all unnecessary details. Normally, the story should contain only 12 lines or so or about 75 words. The past, present and the future aspects of the story must contain 4 lines each or 25 words each.

The theme of the story should avoid negative, defeatist and pessimistic approach. It should command, happy, confident and positive attitude. The power of expression of the story must be very powerful. In order to write suitable stories in a test, a candidate must make practice for it in his home beforehand. He should take common scenes which take place daily and develop his stories on them. The more practice he will make, the more confident he will be to develop good stories in the army tests.

واعتصموا بحبل الله جمِيعاً و لا تفرقوا.

"And hold fast, all together by the rope of Allah and be not divided."

Scene

The Quran's Surah No. 3 and Ayat (آیت-Verses) No. 103 is displayed with its English translation.

Description

Allah, in the Quran's Ayat 103, commands the whole mankind of the world to hold fast by His rope which is represented in the religion of Islam in the form of the Quran and the Hadith. They are warned not to be divided among themselves by coming their own false, man-made religions of the world. This Ayat also enjoins upon the Muslims of the world to be united on the principles of Islam. The early Muslims succeeded by adopting this Quranic principle. The Muslims of today can also succeed both in their worldly life and future life by adopting this principle. The future generations of the Muslims will also succeed by adopting this Islamic doctrine.

Example:



STORY OF MUJAHED ABDULLAH

Scene

In some lonely place in a battlefield, a Mujahed or a Muslim soldier name Abdullah is calling Adhan (اذان).

Story.

Abdullah has joined the Army of Pakistan after obtaining his Degree Examination. Under Islamic spirit of Jehad, he has strengthened the defence of Pakistan. He has shown his valour in many confronts with the disbelievers. In the present phase, he is seen calling Adhan for the Salat of Asr (عصر) in a lonely place in a battlefield. Soon his other Mujahed companions will join him in offering the Salat-ul Asr (صلوة العصر - prayer of afternoon). It is on such an occasion that Allama Iqbal (Allah may show His mercy upon him) has said in an Urdu poem thus:

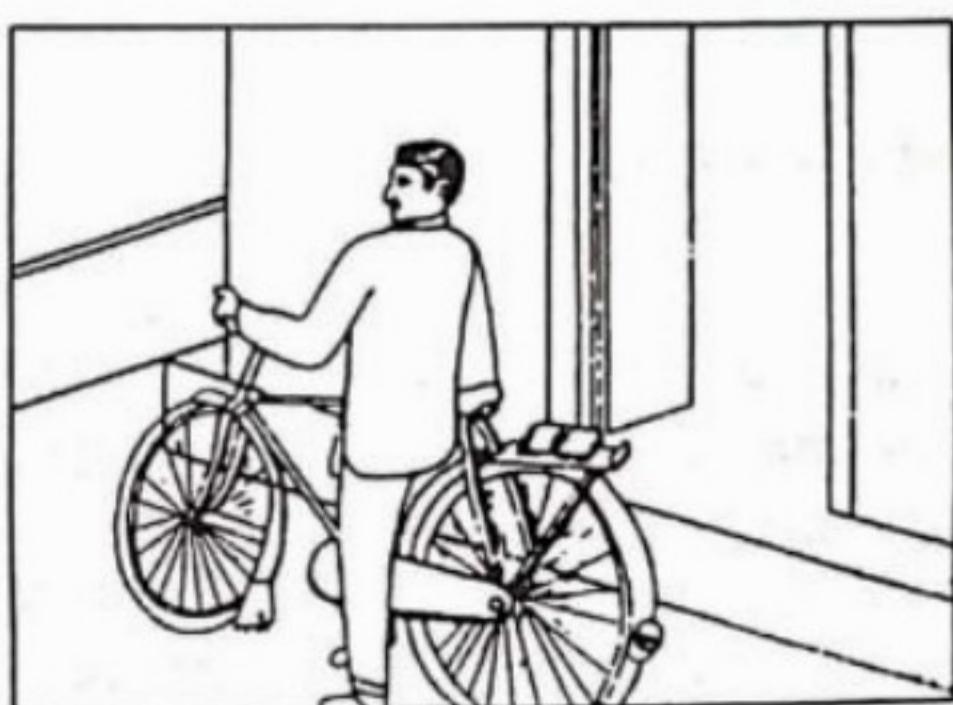
الفاظ و معانی میں تفاوت نہیں لیکن

ملا کی اذان اور مجاهد کی اذان اور

"Although there is no difference in words and means of the Adhan, yet there is a huge difference in the Adhan of a Maulvi (مولوی) of a mosque and that of the Adhan of a Mujahed (مجاہد) in the battlefield."

QUESTIONS:

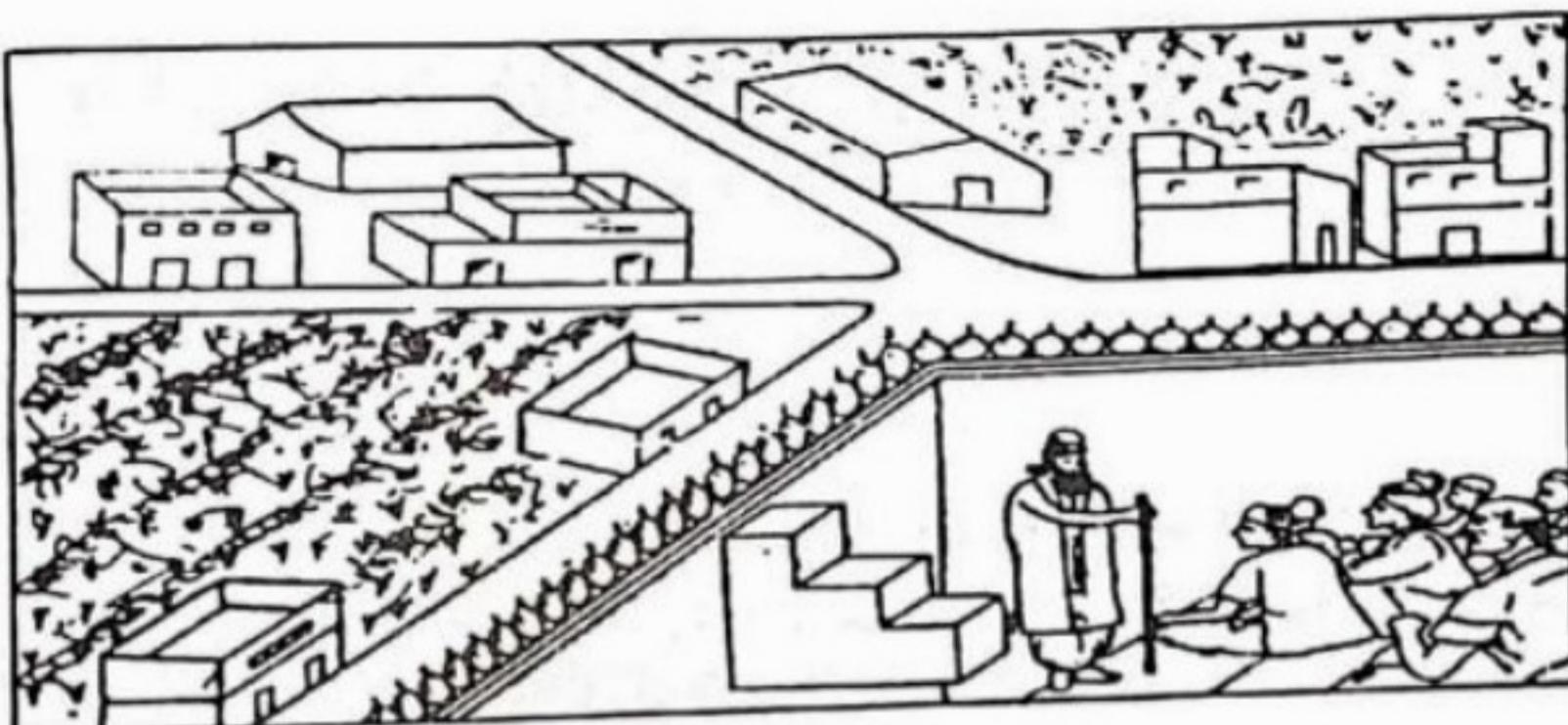
1.



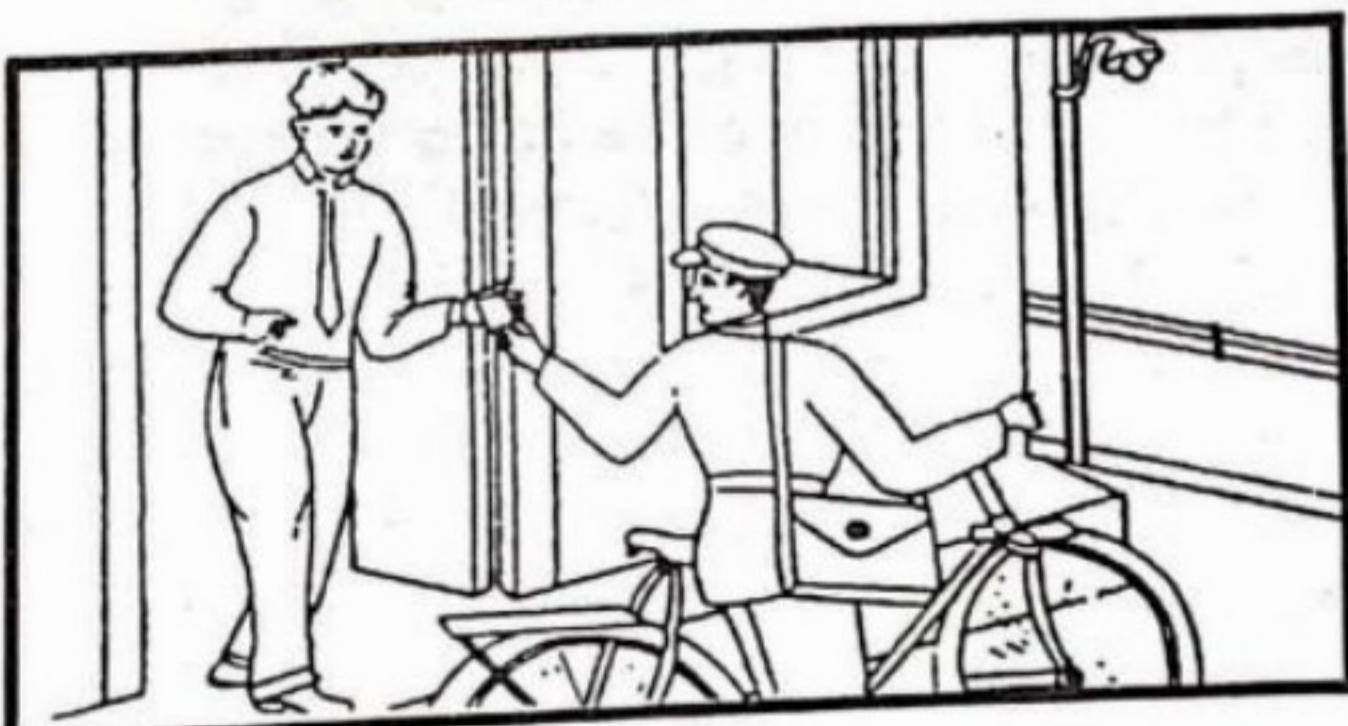
KHALID BIN WALEED

2.

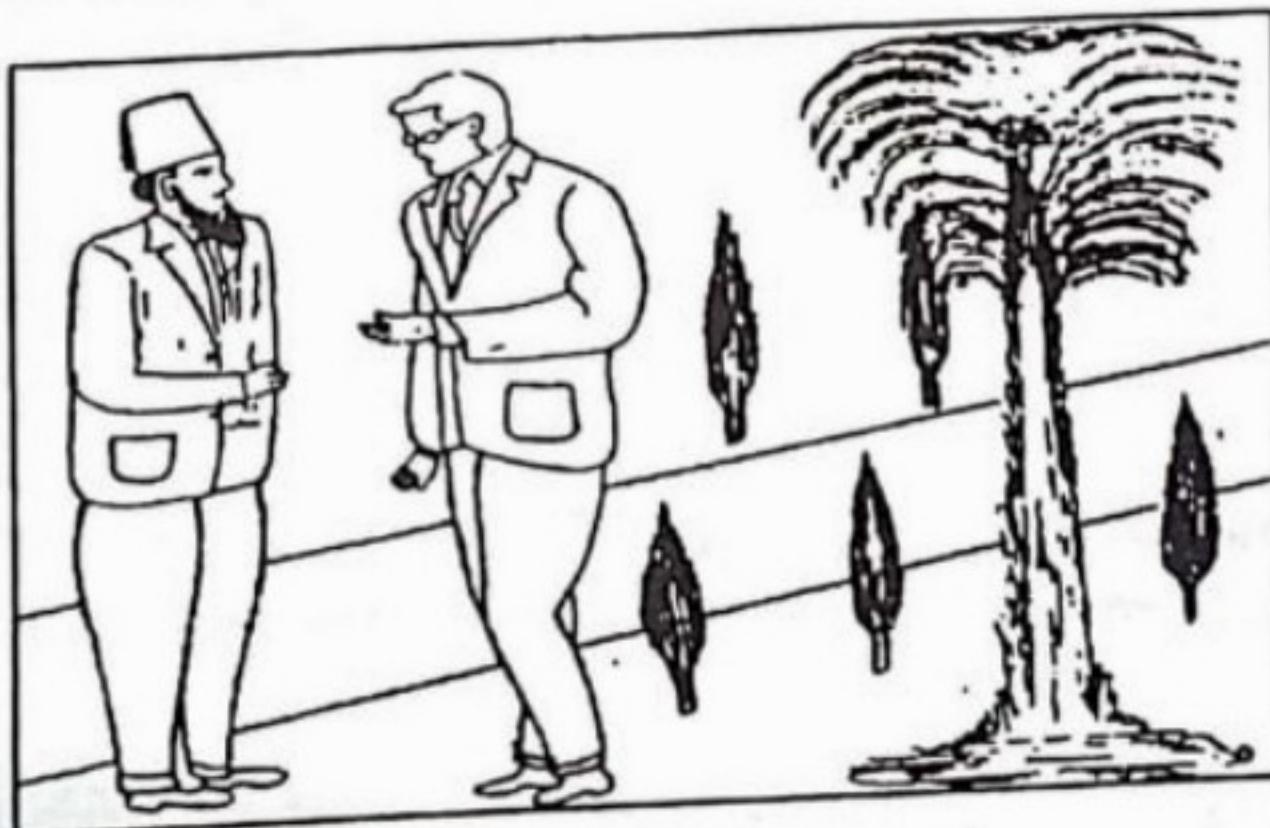
3.



4.



5.



1. THE STORY OF BASHIR

Scene.

A young boy is seen who is about to cycle.

Story.

Bashir is a student of 9th class. His parents are very poor and cannot afford his studies. The boy is not disheartened. He manages two tuitions for meeting his educational expenses. For this purpose, he uses his father's cycle to go to teach the boys. Here, he is seen ready to ride the cycle for that purpose. After completing his Matriculation Examination, Bashir intends to join the Pakistan Army for the sake of defending his country. This energetic boy will prove very helpful for his country.

2. STORY OF KHALED BIN WALEED

Scene.

The name of Khaled bin Waleed has been displayed.

Story.

Khalid bin Waleed (Allah may be pleased with him) died in 21 A.H. (641-2 A.D.) at Medina. He embraced Islam in 8 A.H. He served Islam throughout his life. The Prophet Muhammad (Allah's blessings and peace be upon him) had conferred on him the title of Saif-Ullah (Sword of Allah) on account of his fighting numerous wars for the cause of Islam by his genius. By Allah's grace, he won all of them without losing even a single war. He served Islam in the times of the Prophet (Peace be upon him), Caliph Abu Bakar (R.A) and Caliph Umar (R.A). He defeated Tulaiyah. He won the battle of Hira. He made conquests of Anbar, Ain-al-Tamr, Syria, Fihl, Hams, Yarmak, etc. Caliph Umar (Allah may be pleased with him) had deposed him, as he had observed that the people grew more and more attached to him and that the Caliph considered it advisable to depose him so that his admirers might realise that everything is in the power of Allah alone. Although, he won so many battles and received numerous wounds which were more than 104, on his body in wars, yet he was not satisfied with his death at bed. He lamented that he was not destined to secure the rank of a shaheed (شہید martyr) in the cause of Islam.

3. STORY OF AN IMAM MASJID

Scene.

An Imam Masjid is delivering a Juma Khutbah (خطبہ Quranic speech made on) in a mosque in a village. Some people are sitting before him and are hearing his Khutbah.

Story.

An Imam Masjid is delivering a Juma Khutbah in a village. Some people are sitting

before him and hearing the Khutbah of the Imam in an attentive manner. The Imam has taken up the topic of Jihad in Islam. He is making the people to understand the value of Jihad and making sacrifices of both wealth and lives in the cause of Allah. The Imam is bringing to the notice of the people the aggressive attitude of Israel, Hindus and other opponents of Islam. The people are in the spirit of offering sacrifices in the way of Allah.

4. STORY OF SEPOY LATIF

Scene.

Latif, sepoy is receiving a registered letter from a postman.

Story.

Latif, a sepoy in the Pakistan armed forces, is receiving a registered letter from the postman of his village. He has come on two month's leave from his service. During the first month of his leave, he has been got married. He had availed leave of only a month when he received a registered letter from his military department, asking him to come back on his duty as there was an emergency on account of enemy's aggression on the country. Latif, most happily responded for returning to his duty. His friends and relatives were also assessing the seriousness of the enemy's naked aggression and were thus happy to see him off.

5. STORY OF A FOREIGN CORRESPONDENT

Scene.

A foreign correspondent is talking with a Pakistani in an astonished mood.

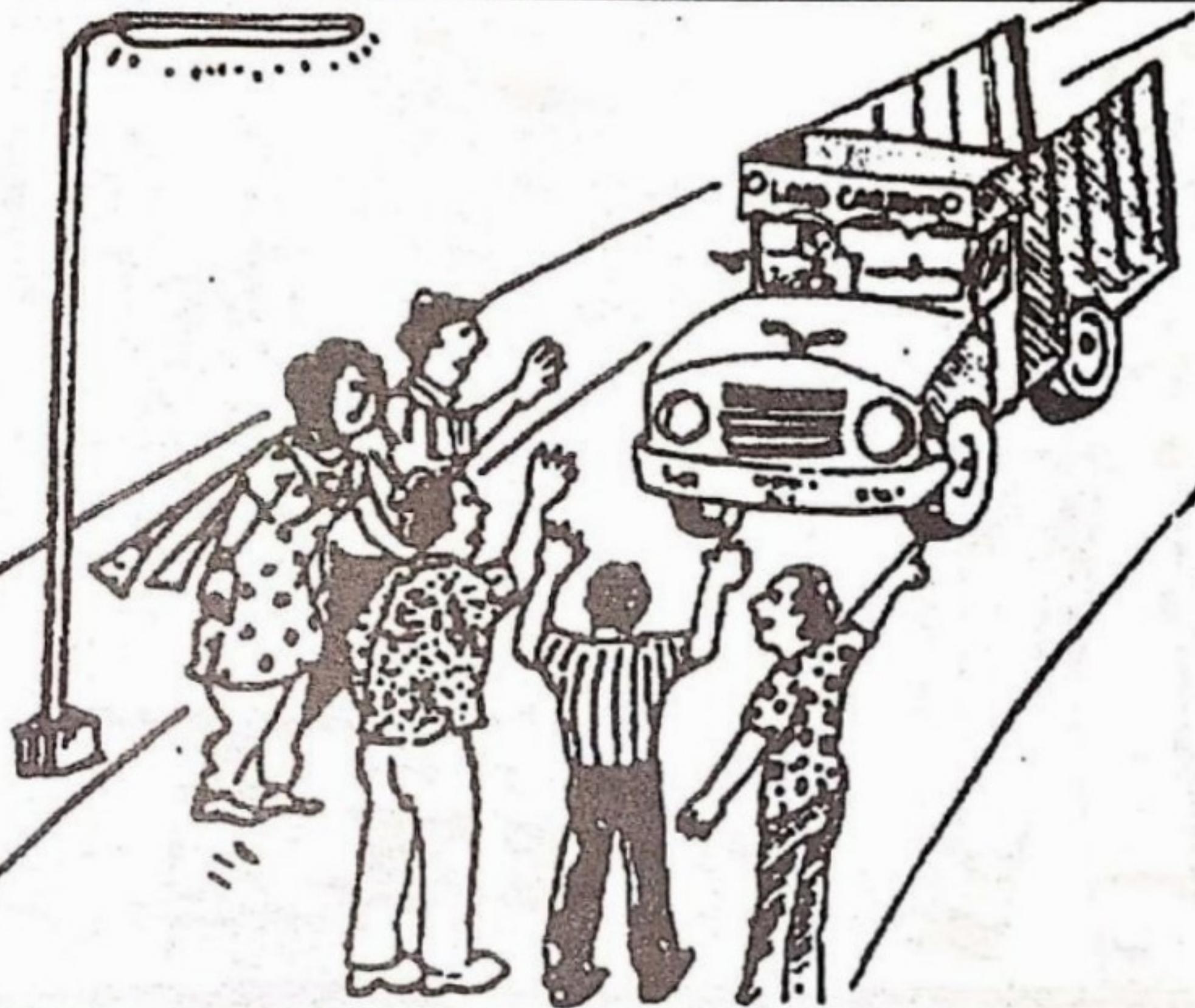
Story.

A foreign correspondent had witnessed a glimpse of Indian aggressive war on Pakistan in December 1971. Here, the foreign correspondent is relating the valour of Pakistani soldiers in a most astonished mood to a Pakistani. He describes that the Pakistani soldiers are Jinns while encountering the opponents of Islam. The Pakistani asked the correspondent to describe him an instance of that battle. He related that one day at sunset he went to the Pakistani war camp and found that there were only 32 sepoys. The Indians surprised them at mid-night with a strength of 1000 soldiers. In the morning, he found that 4 Pakistani soldiers were dead and the remaining 28 were again standing ready for fight. Then, he went to the Indian side to see their casualties. He counted with his own fingers that 250 Indians were lying dead there. Hearing this, the Pakistani remarked that it was all Allah's grace. Then the Pakistani also recited an Ayat of the Quran where Allah says: "We are (O Muslims) your helper both in this world and Hereafter." ..

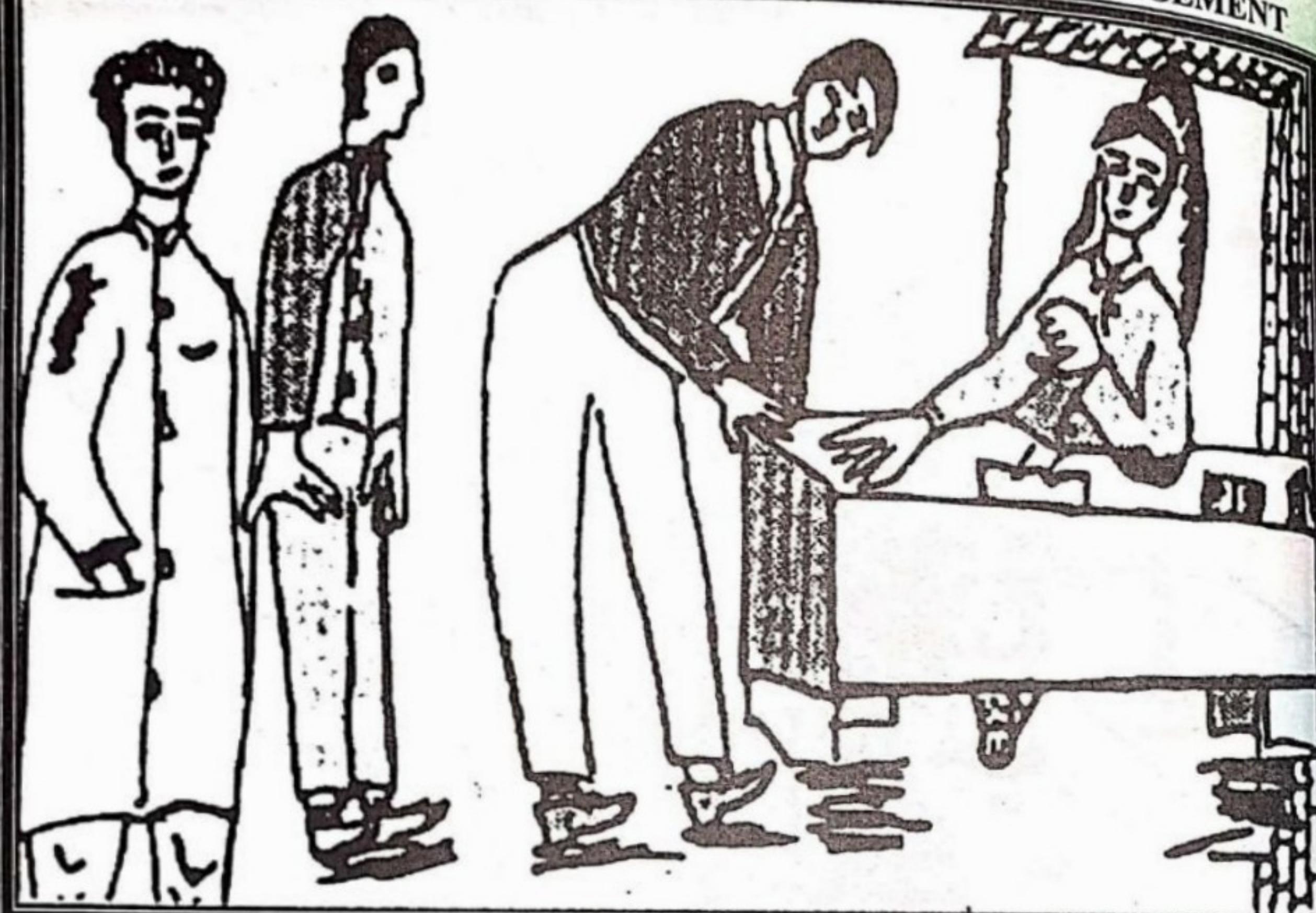
A Boy Is Coming Towards His Friends by Swimming to Assist Them



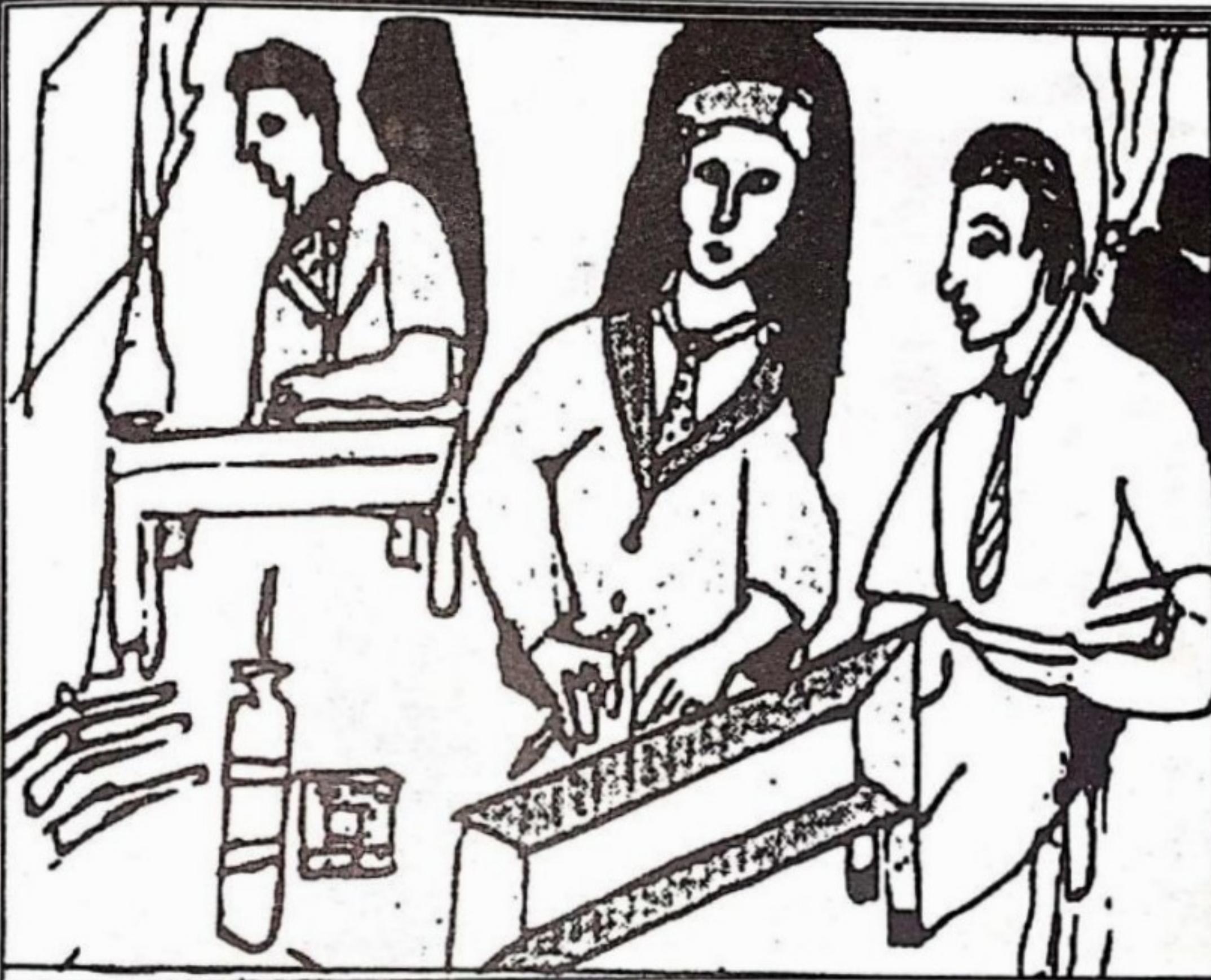
DRIVERS ARE STOPPING A VEHICLE



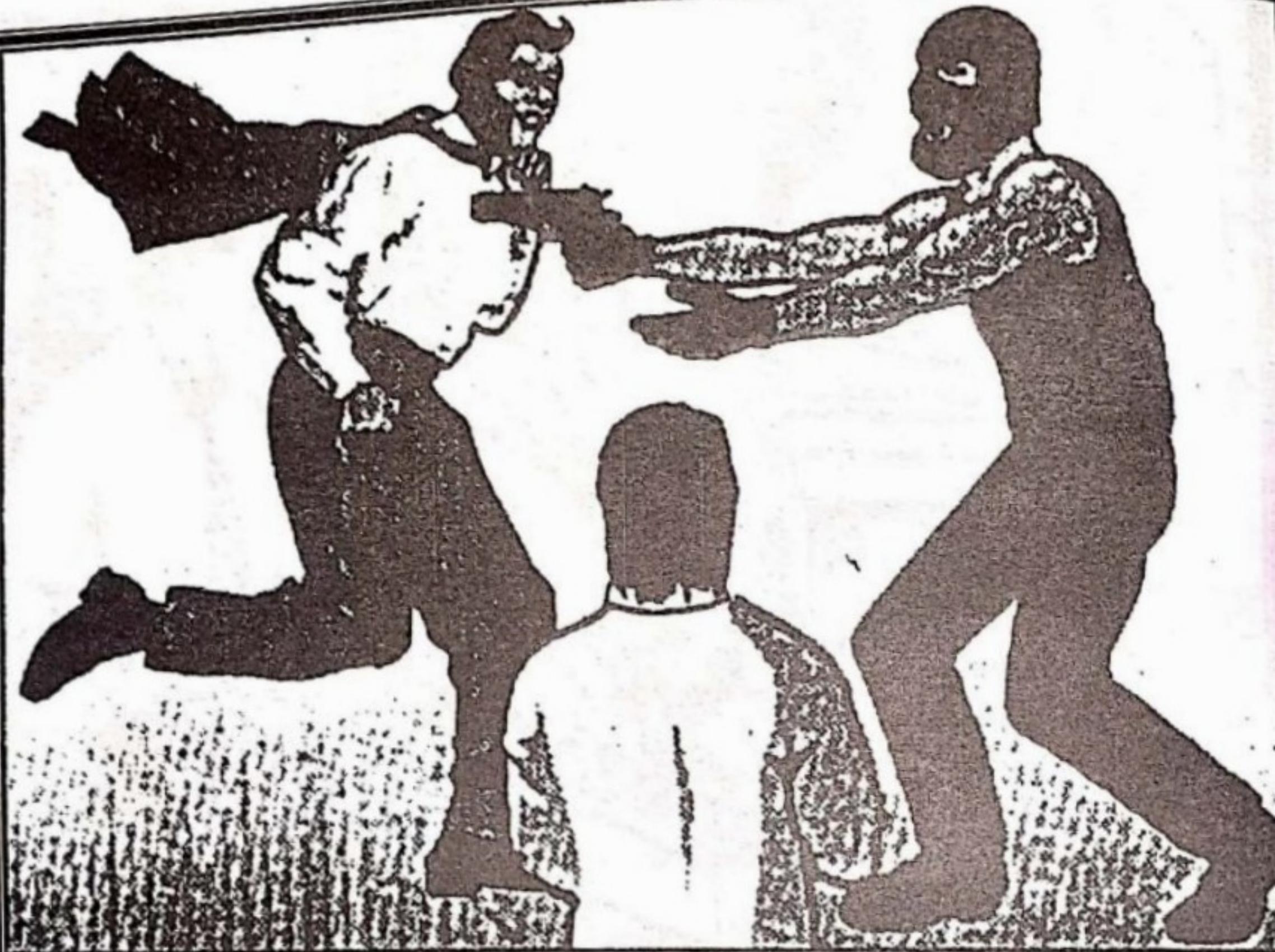
ADMINISTRATIVE ACTIVITIES AND PERSONNEL MANAGEMENT

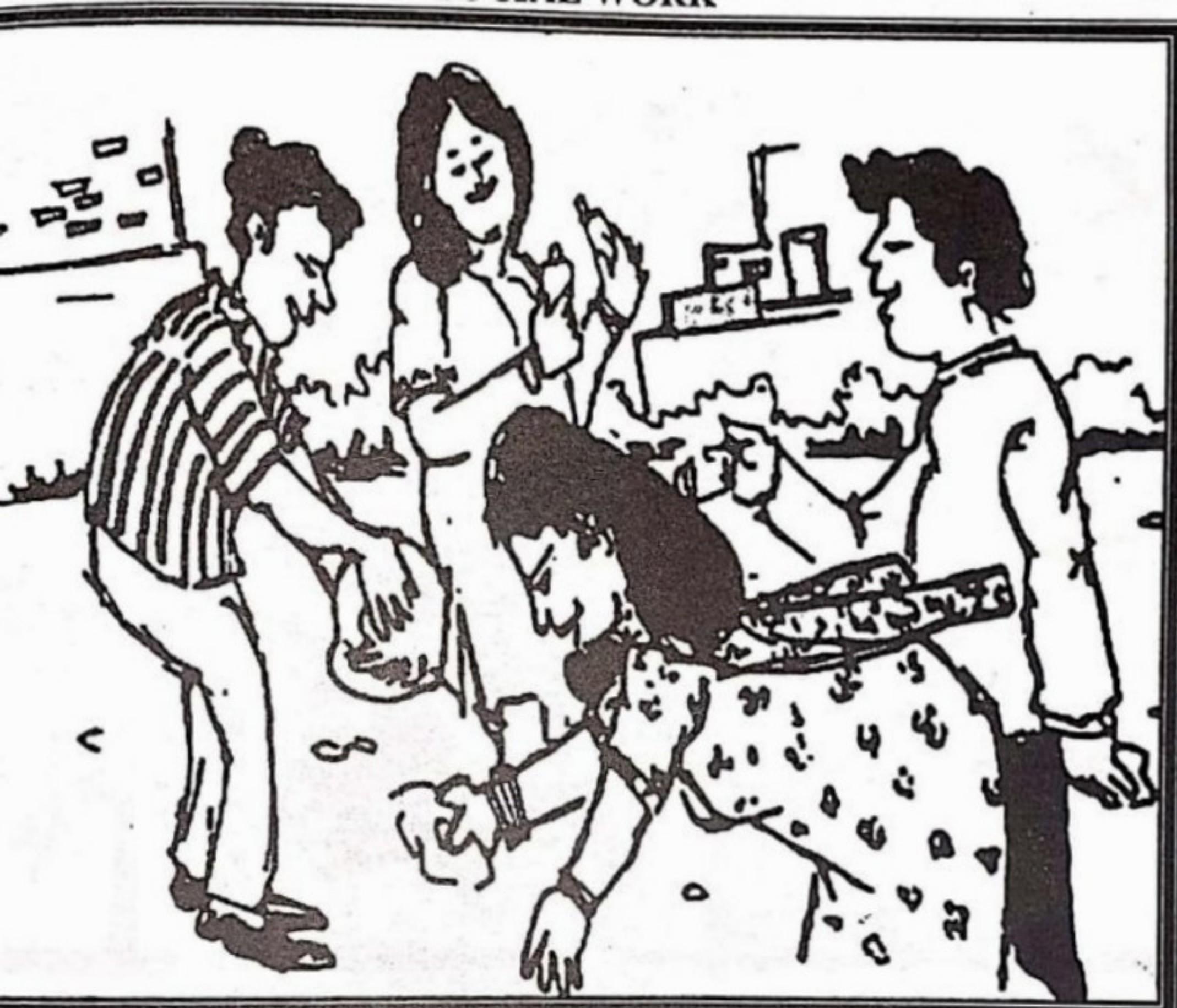


WORKING THE ACTIVITIES

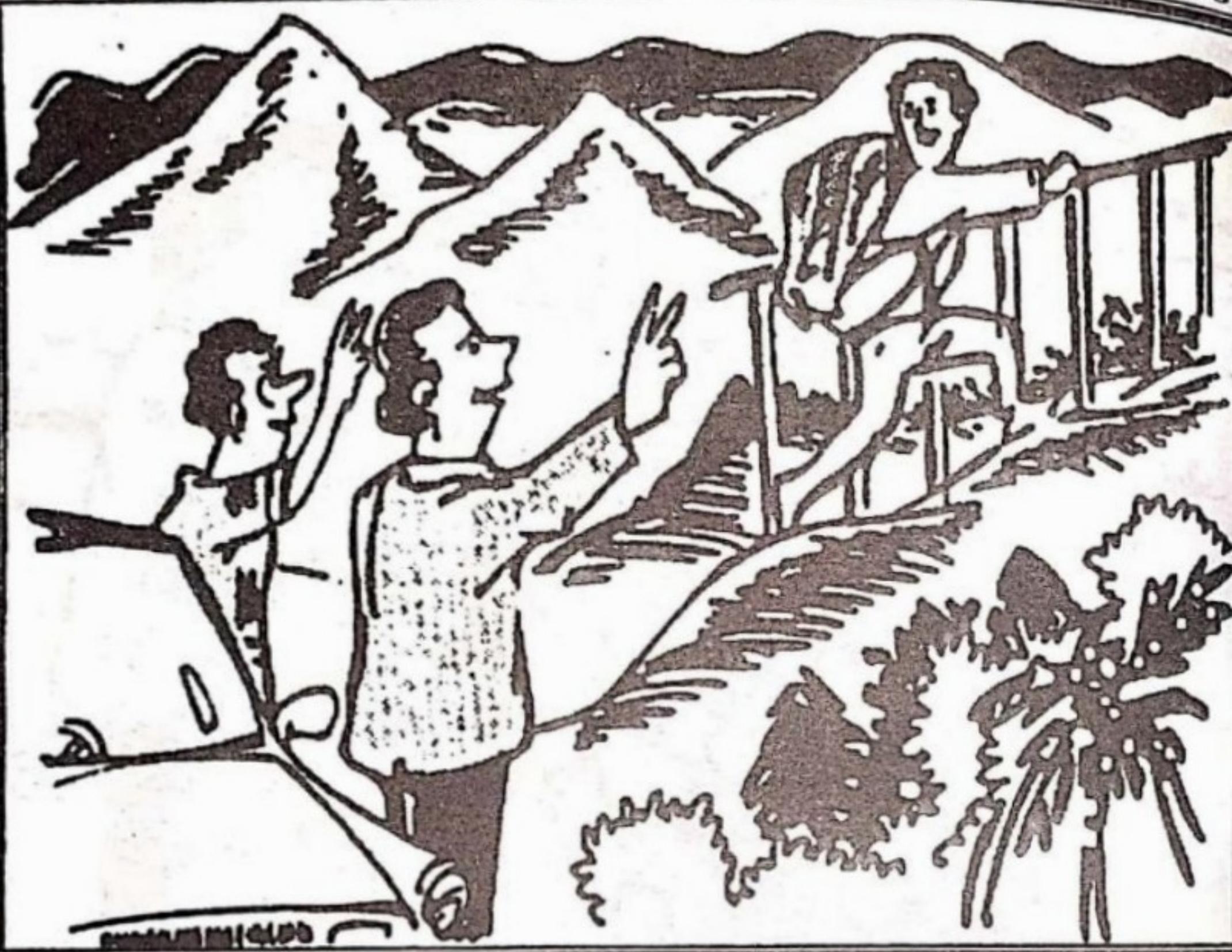


ONE MAN IS ENOUGH
A WEAK ONE



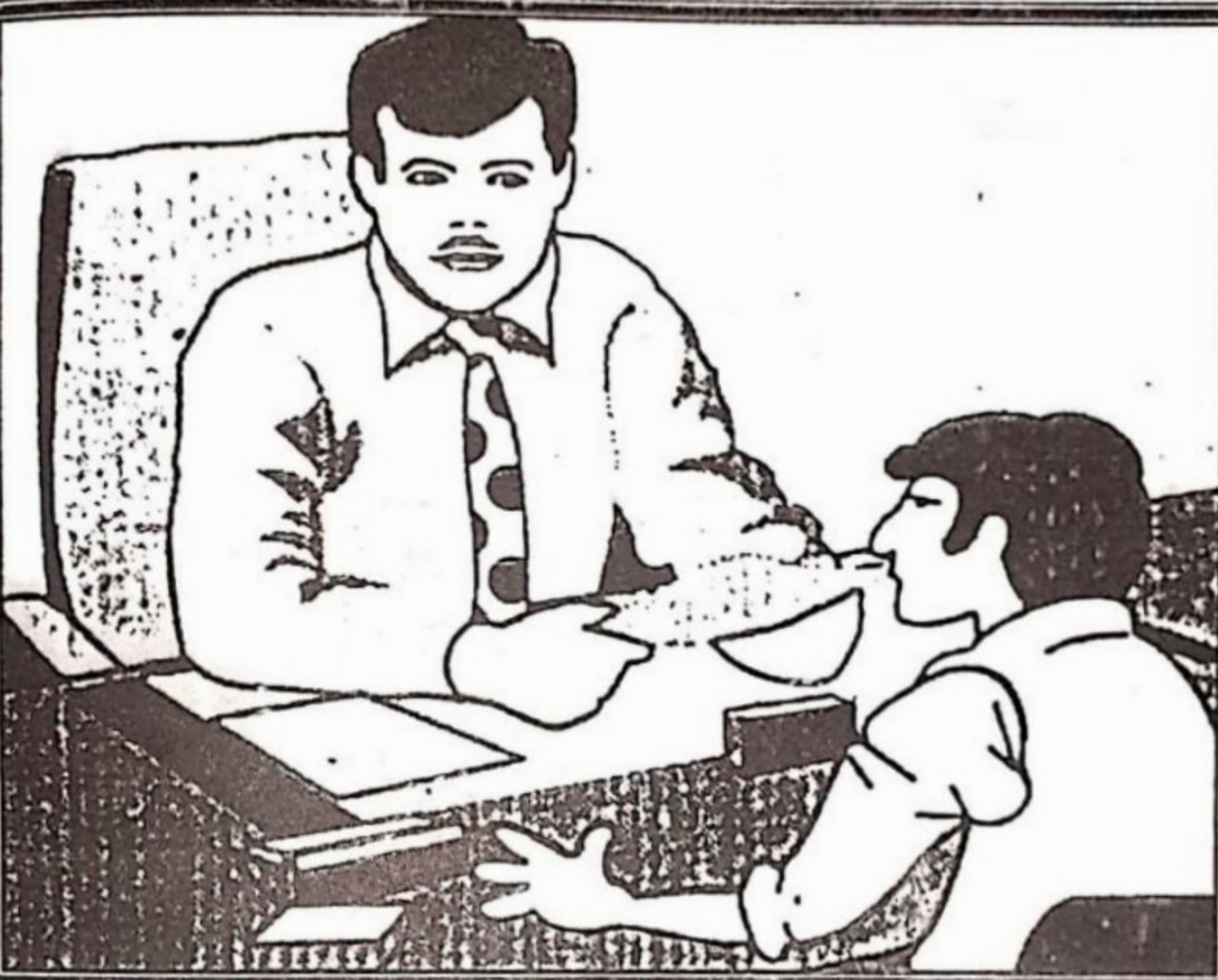


BOY IS CLIMBING THE STAIRCASE AND TWO MEN ARE SEEING

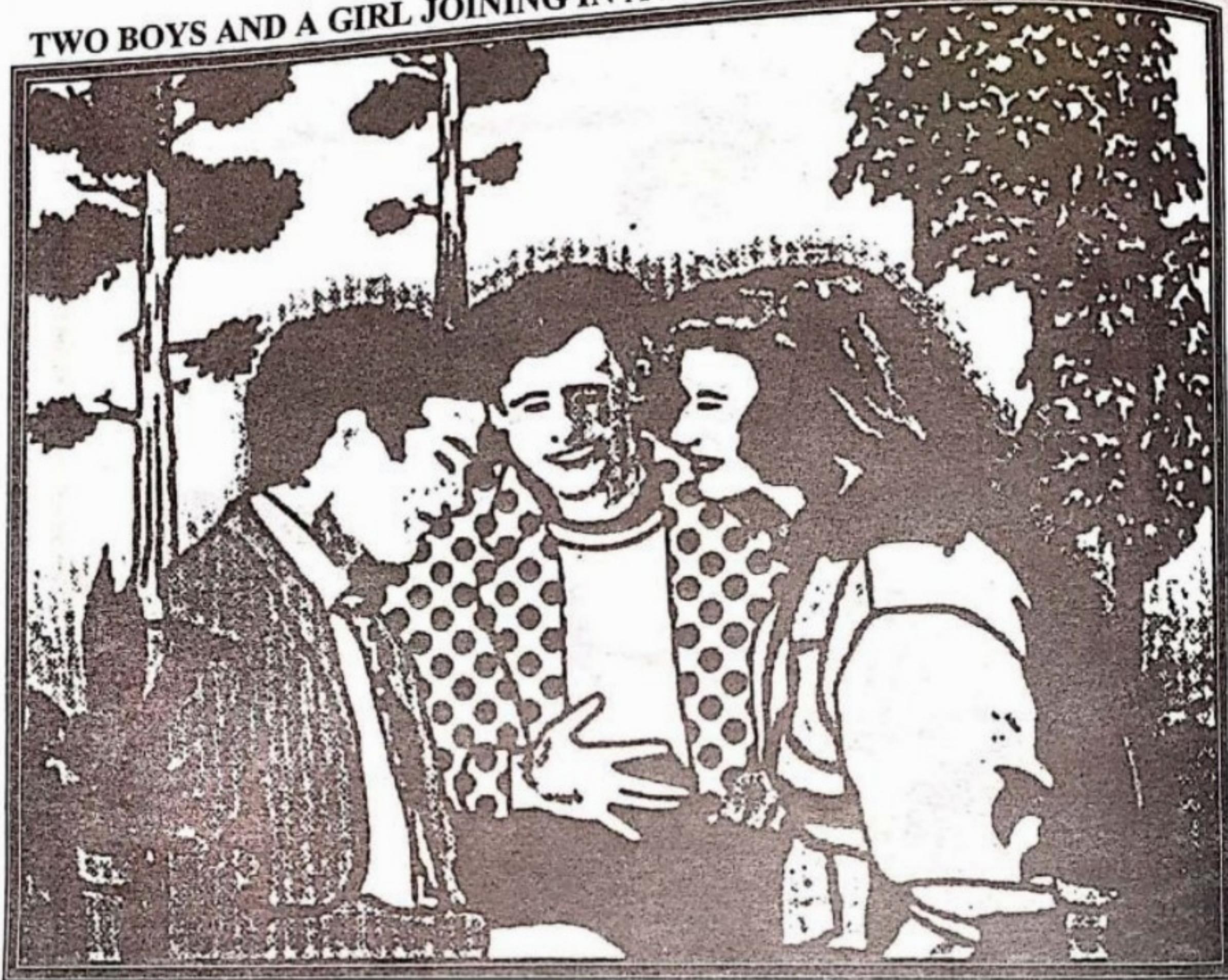








PICTURE 15
TWO BOYS AND A GIRL JOINING IN A PLACE TO PROCEED FURTHER



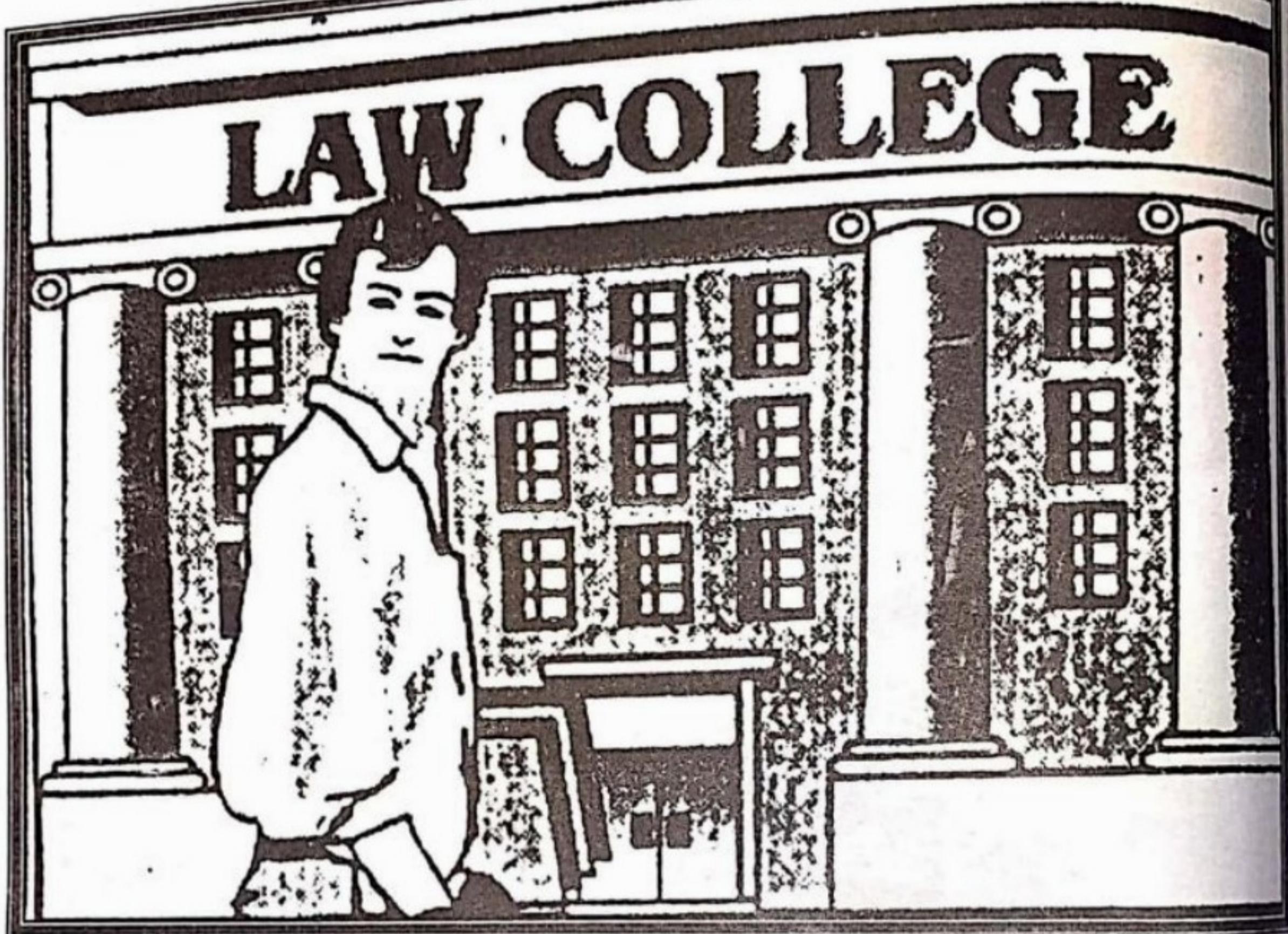
Story:

Two boys and a girl were the students of XII class of a reputed co-educational institute of the city. They are waiting to proceed for NCC training camp. There was broad-based training camp in which the NCC cadets of all the three wings participated in various training including firing, adventurous activities like obstacles, wall climbing, horse race, inter group races on critical obstacles, para jumping, boat rowing, war strategy with joint efforts of all the three wings. The training was quite useful and all the programmes were completed successfully. All the cadets enjoyed the camp. Riaz was selected to be best cadet in all the activities held during training camp. That made Riaz to assess himself suitable to be an officer in the armed forces, where he could perform well and make his career better. He was keen to fly the plane and he opted to be a pilot. One day, Riaz became a familiar pilot of Pakistan Air Force and was selected as a chief instructor of jet plane training academy Risalpur, one of the prestigious institute of Pakistan. He trained numerous cadets on war strategy. Riaz felt job satisfaction which was his ultimate aim of the life.

A LADY IS WALKING ON THE ICE



PICTURE 13
A BOY IS GOING TO ATTEND THE LAW COURSE



Story:

Nawaz was an ambitious young boy. His desire was to become a renowned judge and gear-up functioning in the judicial system to give justice to the people. He, therefore, took up law course at Jinnah Law College, which was a reputed college of Lahore. After doing law course, he wanted higher studies in law in United States. He studied hard and did well there. He being good in studies was offered scholarship by his university in United States. He appeared in the competitive examination on return to Pakistan for the post of judge, which he got through. Nawaz did hard in his profession and set up an example in disposing off the maximum court cases within a short period. He also succeeded in gearing up the functioning of lower staff as well as lawyers. He succeeded in achieving the goal as per his expectation.

A BOY AND GIRL ARE ENJOYING THE HONEYMOON



DOCTOR ATTENDING A PATIENT



PICTURE 7



PICTURE 8



STORY:

STORY:

Exercise – Pictures for Story Writing

PICTURE 1



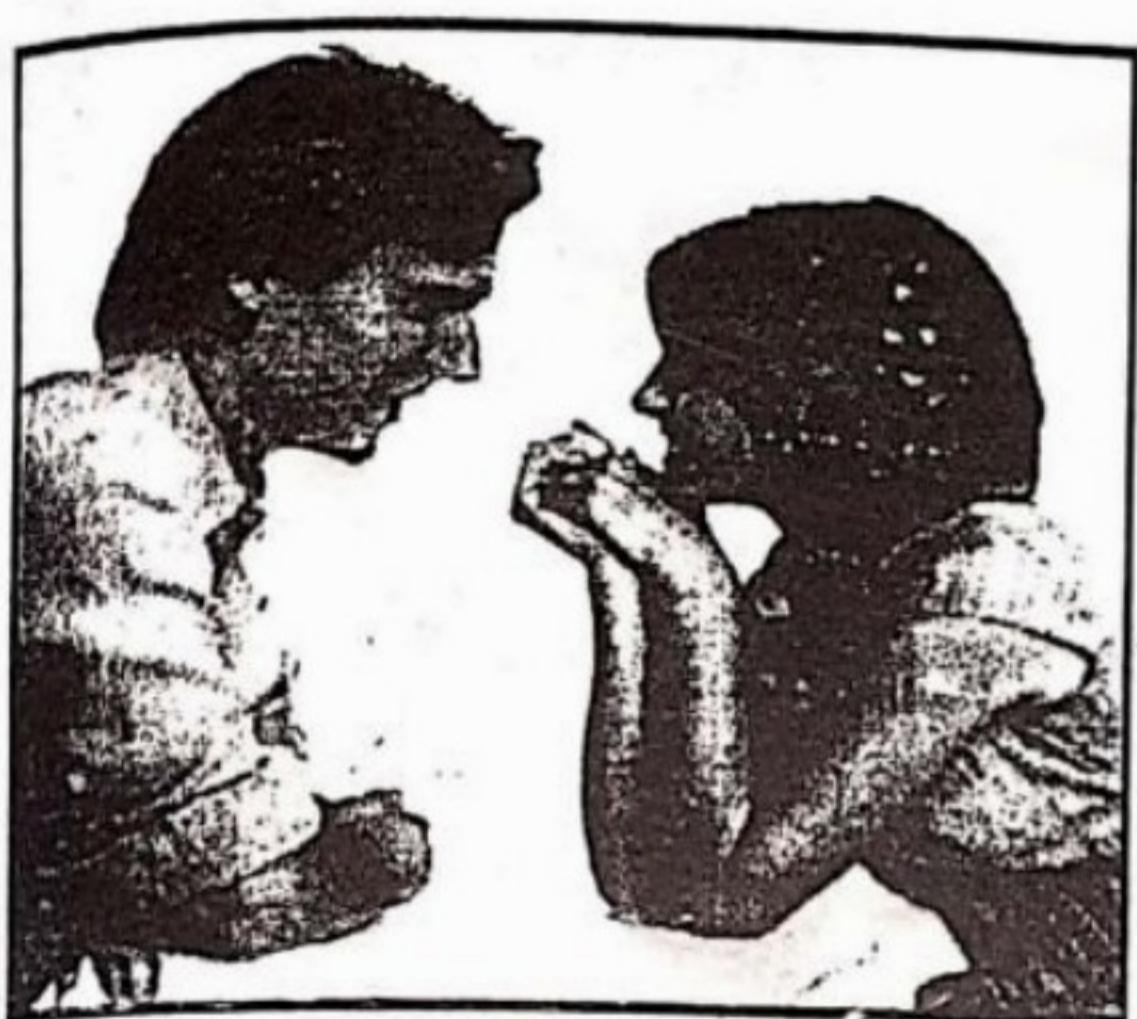
STORY:

PICTURE 2



STORY:

PICTURE 3



PICTURE 4

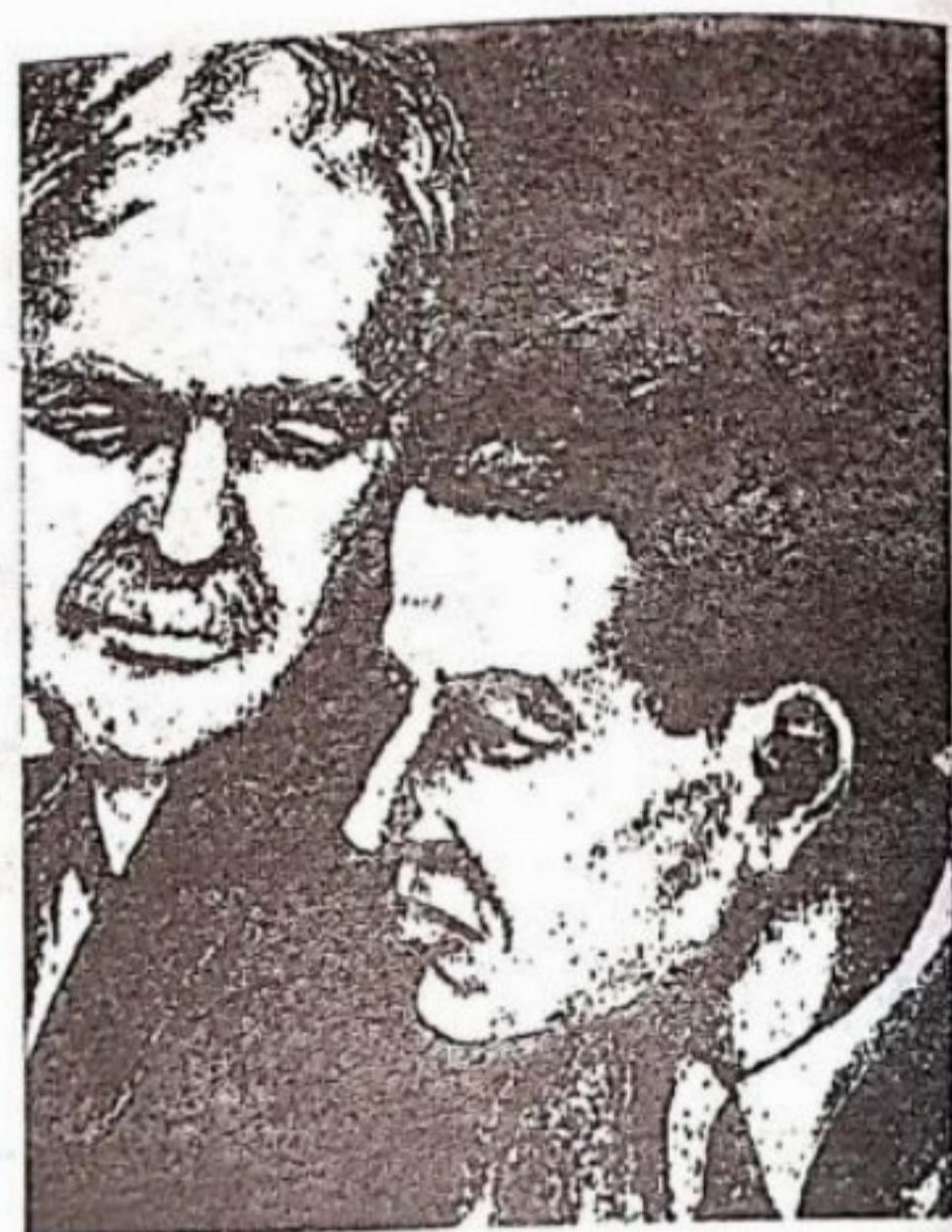


STORY:

STORY:

PICTURE 13

**STORY:**

**STORY:**

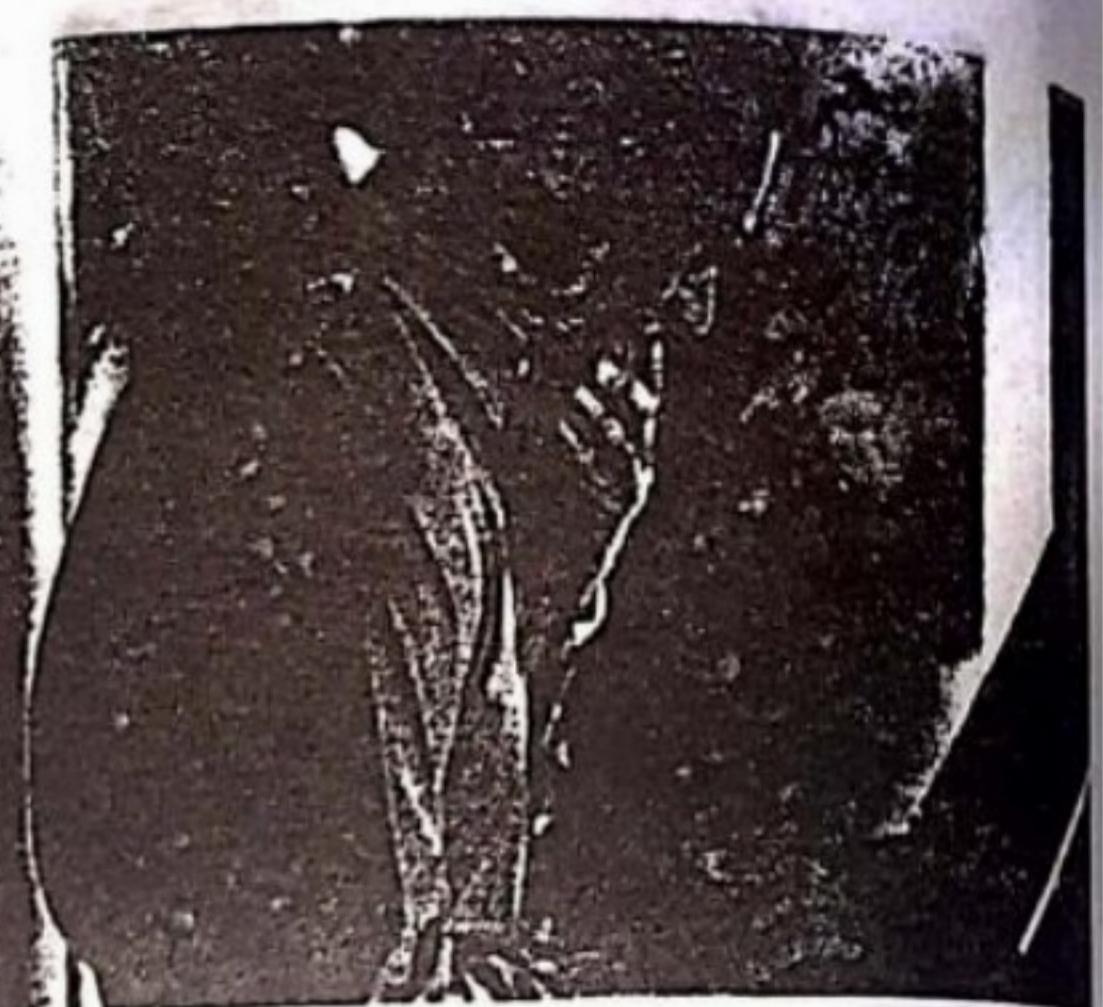


PICTURE 9



STORY:

PICTURE 10



STORY:

PICTURE 11



STORY:

PICTURE 12



STORY:

PICTURE 6



PICTURE 5



STORY:

STORY:

STO

PICTURE 16



STORY:

STORY:

Solved Examples



منظرا:

ایک شخص بیٹھا ہے جبکہ ایک عورت لیٹی ہوئی ہے۔

کہانی:

ندیم ایک غریب مگر مختی لڑکا ہے۔ وہ ثبت ذہنیت کا ماں کے ہے۔ زندگی میں مسائل کے باوجود وہ رجائیت پسند ہے۔ ندیم ایم۔ ایس۔ سی (جیالوجی) کا طالب علم ہے۔ پڑھائی کے ساتھ ساتھ وہ اپنے گھر اور اپنے خرچ کے لئے کام بھی کرتا ہے۔ بعض دشواریوں کی وجہ سے اس کی ماں کی طبیعت خراب ہو گئی۔ ندیم نے کام پڑھائی اور ماں کی دلکشی بھال کو بہت اسن طریقے سے سرانجام دیا۔ کچھ دنوں بعد اس کی ماں کی طبیعت بالکل ٹھیک ہو گئی۔ ندیم نے پڑھائی مکمل کرنے کے بعد اپنی گیس کے محکمے میں گریڈون افسر کے طور پر ملازمت کر لی۔ اب ندیم ایک خوشحال اور مطمئن زندگی بسر کر رہا ہے۔ اس لفڑیوں کی مدد کرنا شروع کر دی تاکہ معاشرے میں ایک صحت مند سرگرمی کو فروغ دیا جاسکے۔

نہرہ:

امیدوار دردمند رکھنے والا عملیت پسند شخص ہے۔



منظرا:

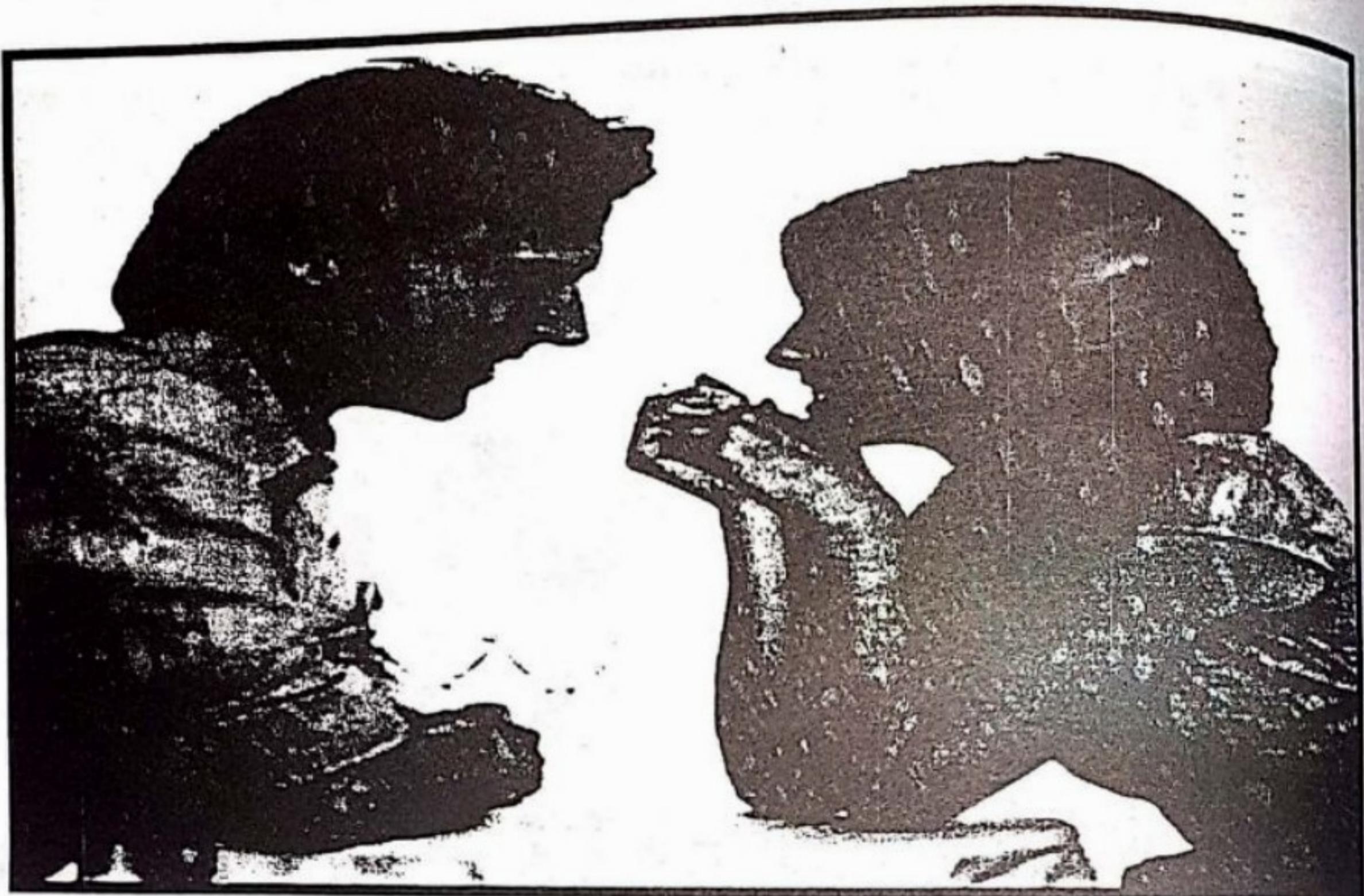
ایک لڑکی نے دوسری لڑکی کو پکڑا ہوا ہے۔

کہانی:

سدرہ ایک ہمدرد اور مہربان لڑکی ہے۔ وہ ہمیشہ دوسروں کی مدد کرنے کو تیار رہتی ہے۔ ایک دفعہ وہ یونیورسٹی میں اپنی کلاس ختم کر کے باہر نکلی تو وہاں ایک لڑکی بے ہوش پڑی تھی۔ لباس سے وہ اُسی یونیورسٹی کی طالبہ معلوم ہوتی تھی۔ سدرہ اُسے نہیں پہچانتی تھی لیکن پھر بھی اُس نے دوسرے طلبہ کی مدد سے اسے ہسپتال پہنچانے میں مدد کی۔ ہسپتال میں ذاتی طور پر اس نے بیمار کی دیکھی بھال کی اور اس کے گھر والوں کو اطلاع دینے کے ساتھ ساتھ وقتی علاج معالجے کے لئے ڈاکٹر ز کو ادویات کی فراہمی کو بھی تیقینی بنایا۔ اس کے علاوہ وہ باقاعدگی سے اُس کا حال چال پوچھتی اور کسی بھی قسم کی مدد کی فراہمی کی پیش کش بھی کرتی۔ مزید برال اُس کے ٹھیک ہونے کے بعد یونیورسٹی میں بھی اس کی مدد کرتی۔

تبصرہ:

امیدوار ہمدردی، فرض شناسی اور بھائی چارہ کے اوصاف کا حامل ہے۔



منظرا:

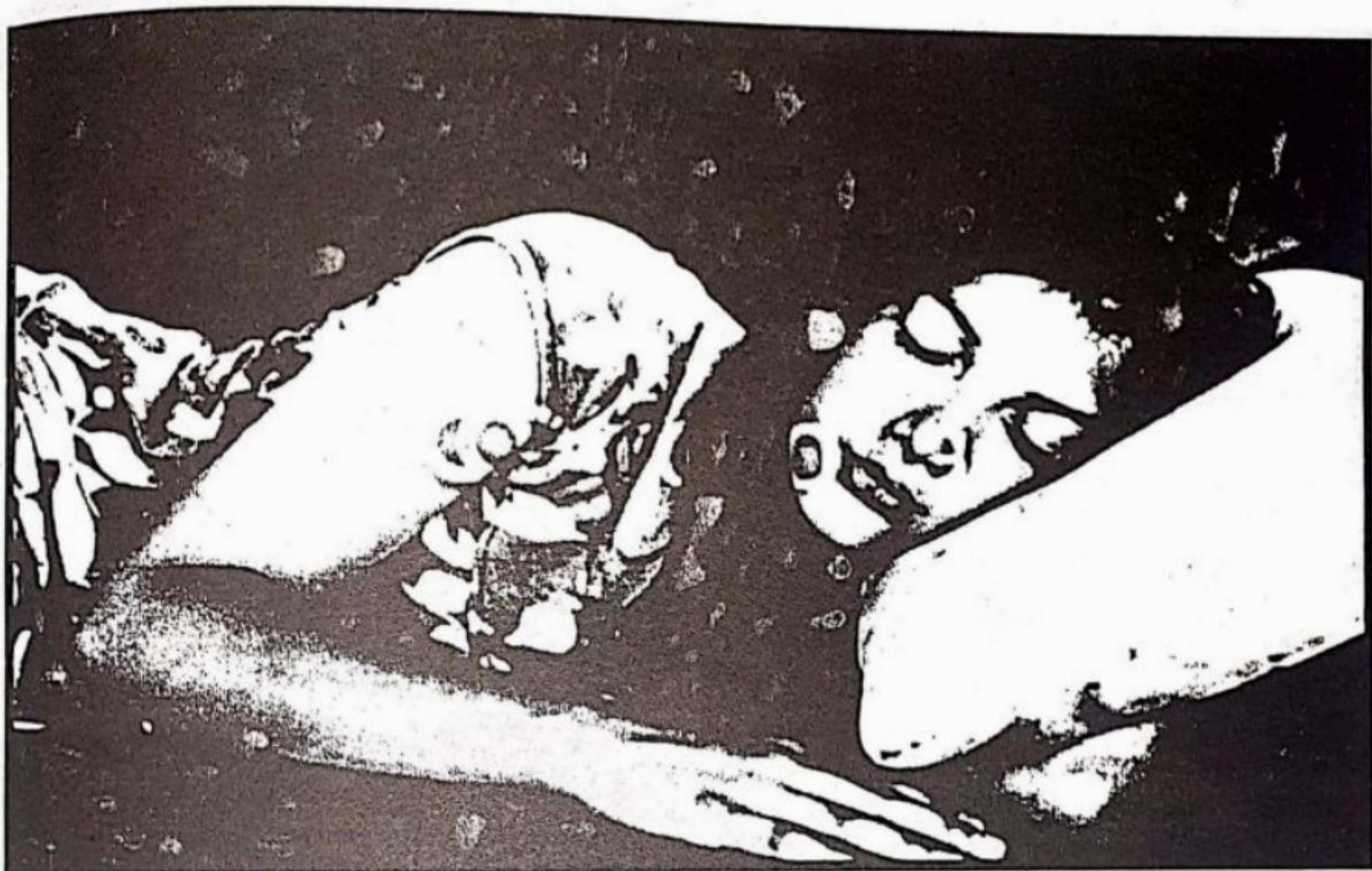
میاں بیوی بات چیت میں مصروف ہیں۔

کہانی:

کامران اور سلمی دنوں آپس میں میاں بیوی ہیں۔ کامران انجینئر جبکہ سلمی ایک سکول ٹھپر ہے۔ دنوں میاں بیوی کے آپس میں گہرے تعلقات ہیں۔ دنوں ہی زندگی کی بھاگ دوڑ میں ایک دوسرے کے مشورے اور صلاح کی قدر کرتے ہیں۔ ان کا مانا ہے کہ میاں اور بیوی ایک گاڑی کے دوپیے ہیں، جن کے ساتھ ساتھ چلنے سے ہی زندگی کی گاڑی ٹھیک طرح سے چلتی ہے۔ کامران اور سلمی کے دوپیے ہیں۔ وہ ان کی تعلیم و تربیت پر خصوصی توجہ دیتے ہیں اور انہیں بھی اپنی طرح معاشرے کا ایک کارآمد شہری بنانا چاہتے ہیں۔ دنوں میاں بیوی کی خواہش اور امید کے مطابق ان کے بچے بھی محنتی اور لاائق ہیں۔ اس طرح کامران، سلمی اور ان کے بچے مل کر ایک متوسط اور خوشحال گھر انہے بناتے ہیں۔

تہرہ:

امیدوار ایک روشن خیال شخصیت کا مالک ہے جو جمہوری تقاضوں کو بخوبی سمجھتا ہے۔



منظر:

ایک لڑکی صوف پر ہاتھ رکھے سورہی ہے۔

کہانی:

نسب ایک ہونہار اور ذہین لڑکی ہے۔ اس نے گریجویشن کا امتحان اعلیٰ نمبروں میں پاس کرنے کے بعد ایم۔ اے انگلش کا امتحان پاس کیا۔ جیسا کہ وہ بچپن ہی سے ملک و قوم کے لئے کچھ کرنا چاہتی تھی۔ اس نے سی۔ ایس۔ ایس کے امتحان کی تیاری شروع کر دی۔ وہ رات دیر تک پڑھتی رہتی۔ مسلسل محنت کے نتیجے میں اس نے سی۔ ایس۔ ایس کا امتحان اعزازی حیثیت سے پاس کر لیا اور فارن افیئر آفیسر کے طور پر تعینات ہونے کے بعد اپنے فرائض احسن طریقے سے سرانجام دیئے گئی۔ چونکہ نسب بلوچستان کے ایک گاؤں سے تعلق رکھتی تھی، لہذا اس کے علاقے کے لئے یہ ایک بہت بڑی بات تھی۔ نسب کی کامیابی کو دیکھتے ہوئے وہاں کی دوسری لڑکیوں میں بھی آگے بڑھنے کا حوصلہ پیدا ہوا اور انہوں نے بھی نسب کی قائم کردہ مثال پر عمل کرنے کا فیصلہ کیا۔

تبصرہ:

امیدوار پیغمبیر مخت و استقلال کے نظریے پر یقین رکھتے ہوئے آگے بڑھنے کا قائل ہے۔



نظر:

ایک شخص لیٹا ہوا ہے اور دوسرا شخص اس کا علاج کر رہا ہے۔

کہانی:

علی ایک ہونہار لڑکا ہے۔ اس نے نفیات میں جی سی یونیورسٹی سے ایم۔ ایس۔ سی کی ڈگری حاصل کرنے کے بعد اپنی پریکش شروع کر دی۔ اس کے علاوہ وہ ملکی اور بین الاقوامی کانفرنز میں اپنے تحقیقی مقالات بھی پڑھتا ہے۔ وہ اپنے مریضوں کا بڑی محنت اور خاصی گہری بصیرت سے علاج کرتا ہے۔ ایک دفعہ اس کے پاس خط کا ایک مریض آیا۔ اس نوجوان کو خط کے ساتھ ساتھ ڈپریشن بھی تھا۔ علی نے اس کا علاج شروع کر دیا۔ مستقل علاج سے اس مریض کو افاقہ ہونے لگا۔ کچھ ہی نوں کے مسلسل علاج سے وہ مریض بالکل تندrst ہو گیا۔ اس کے بعد علی نے اپنے مریضوں کے ساتھ ہونے والے تجربات کو قلمبند کر کے کتاب کی صورت میں شائع بھی کیا جس سے مریضوں اور تندrst دونوں کو بہت فائدہ ہوا۔

تبرہ:

امیدوار مسلسل آگے بڑھنے اور کامیابیاں حاصل کرنے کا متنبی ہے۔



منظرا:

ڈاکٹر ز آپ پیش کرنے میں مصروف ہیں۔

کہانی:

عثمان ایک محنتی اور باشур لڑکا ہے۔ اوائل عمر ہی سے پڑھائی میں خاصی دلچسپی رکھتا تھا۔ اسے بچپن ہی سے ڈاکٹر بن کر انسانیت کی خدمت کرنے کا شوق تھا۔ اسی شوق کو پایہ تکمیل تک پہنچانے کے لئے اس نے دن رات محنت کی اور میڈیکل کالج میں داخلہ لے لیا۔ میڈیکل کالج میں بھی اس نے اپنی محنت کے وطیرے جاری رکھے اور دیکھتے ہی دیکھتے ایک قابل ڈاکٹر بن گیا۔ ڈاکٹر بن کر اس نے ملک و قوم کی خدمت شروع کر دی۔ وہ غریبوں کا مفت علاج کرتا اور رات گئے تک اپنی پریکش کرتا۔ اس طرح وہ دین و دنیا دونوں کی نظر میں قابلِ عزت بن گیا اور دنیا کے ساتھ ساتھ اس کی آخرت بھی سنور گئی۔

تبصرہ:

امیدوار دین و دنیا دونوں کے تقاضوں کو بخوبی سمجھتا ہے اور محنت پر یقین رکھتا ہے۔



منظرا:

ایک لڑکا کھڑا ہے جبکہ اس کے پیچھے ایک تصویر لگی ہوئی ہے۔

کہانی:

عمر ایک ذہین اور لاائق طالب علم تھا۔ سکول کے دنوں ہی سے اس کی منفرد صلاحیتوں نے ہر جگہ اس کی انفرادیت کو بذرا رکھا۔ اس کے علاوہ وہ ایک ملنسار لڑکا تھا۔ عمر اعلیٰ تعلیم حاصل کرنا اور اپنی زندگی کو سائنس کی ترقی کے لئے وقف کرنا پاہتا تھا لہذا اس نے الیکٹریکل انجینئرنگ میں ڈاکٹریٹ کی ڈگری حاصل کی۔ اس کے بعد وہ ایک یونیورسٹی میں تدریس کے فرائض سرانجام دینے لگا۔ وہ اپنے فارغ وقت میں کتابیں پڑھتا اور تحقیق کرتا۔ اس کے علاوہ بہت سے قومی اور بین الاقوامی اداروں کے لئے مختلف امور پر تحقیق کرنے کے فرائض بھی سرانجام دیتا رہا۔ اس کی محنت رنگ لائی اور وہ ایک مستند سائنسدان بن گیا۔

تہرہ:

امیدوار انفرادیت پسند اور محنت سے آگے بڑھ کر نام کمانے کا خواہشمند ہے۔



منظرا:

دو آدمی، ایک نوجوان اور دوسرے ابوڑھا، بات چیت میں مصروف ہیں۔

کہانی:

فیروز ایک ذہین لڑکا تھا۔ والد عمر ہی سے نصابی اور غیر نصابی سرگرمیوں میں بڑھ کر حصہ لیتا تھا۔ اس کے والد ایک تاجر تھے۔ فیروز نے اپنی تعلیم کامل کرنے کے بعد اپنے والد کا کاروبار میں ہاتھ بٹانا شروع کر دیا اور پھر کامل طور پر کاروبار کی باغ ڈوراپنے ہاتھ لے لی۔ جیسا کہ فیروز ایک پختہ عزم اور کام سے لگن رکھنے والا انسان تھا، اس نے اپنے تجارت کے کاروبار میں بہت ترقی کی اور اس کا شمار نامور تاجریوں میں ہونے لگا۔ فیروز کی محنت، لگن، بصیرت اور اس کے والد کے تجربات کی روشنی نے مل کر اسے آگے بڑھنے میں مدد کی۔ اس طرح فیروز ایک کامیاب شخص بن گیا۔

تبصرہ:

امیدوار محنت، لگن، استقلال اور پر عزم شخصیت کا مالک ہے۔



منظر:

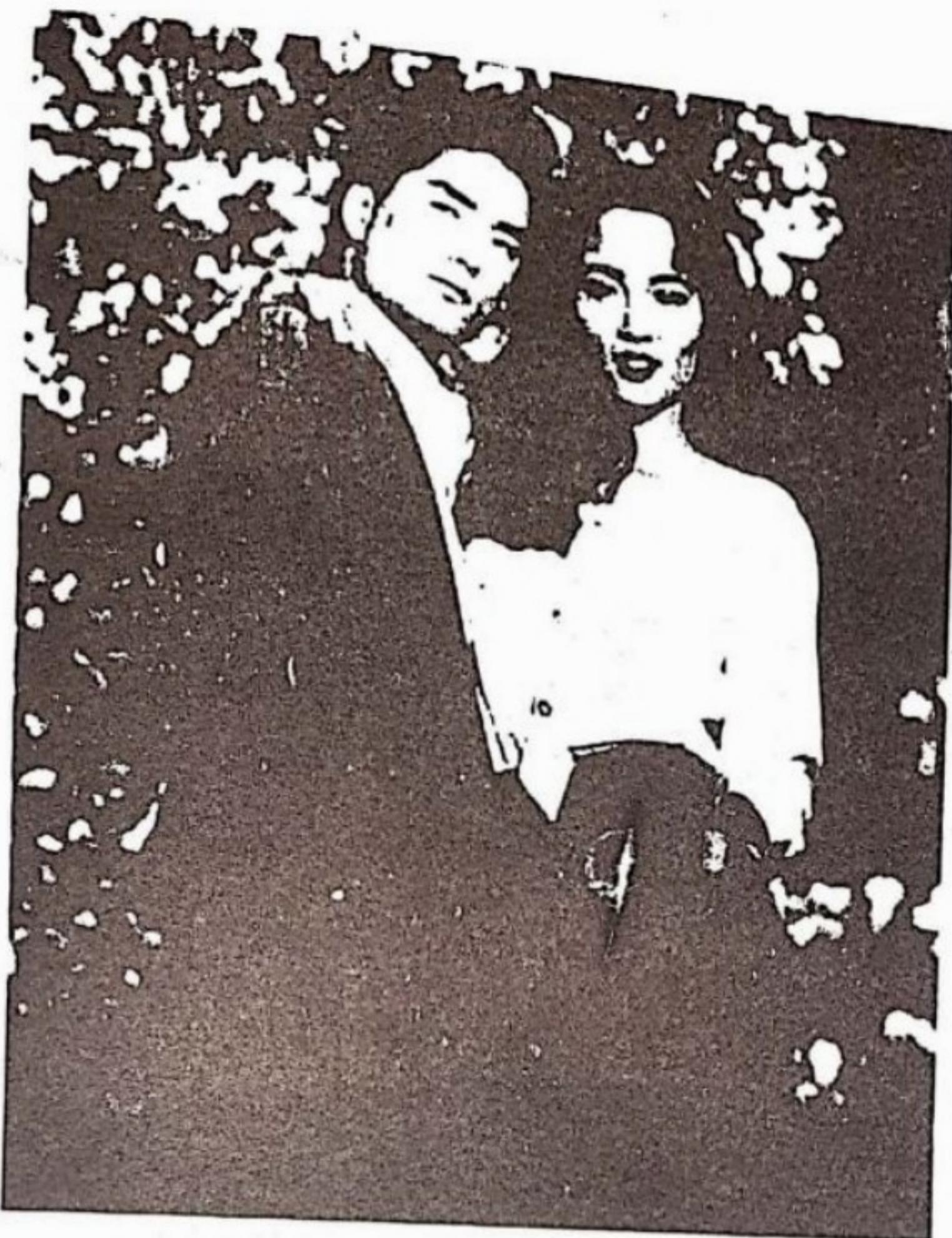
ایک بچہ بیٹھا کچھ دیکھ رہا ہے۔

کہانی:

عمر ایک صحت مند اور چست لڑکا ہے۔ وہ بچپن ہی سے فٹ بال کی طرف خاص لچپی دکھاتا تھا۔ سکول، کالج اور پھر یونیورسٹی کے دنوں میں عمر کھیلوں میں نمایاں رہا۔ وہ فٹ بال کا میچ ذوق و شوق سے دیکھتا اور اس میں حصہ لیتا۔ مسلسل مشق سے وہ فٹ بال کا اچھا کھلاڑی بن گیا۔ سکول میں فٹ بال میں نمایاں کار کر دگی کے بعد اس نے یہی کار کر دگی کالج اور ضلع میں بھی جاری رکھی۔ بڑھتے بڑھتے وہ صوبہ اور پھر ملک کی نمائندگی کرنے لگا۔ فٹ بال کے میدان میں نمایاں ہونے کے ساتھ ساتھ اس نے اپنی تعلیم بھی جاری رکھی اور لا میں گریجویٹ ڈگری حاصل کی اور اپنی پرائیویٹ پریکٹس بھی کرنا شروع کی۔ اس طرح اس نے ایک نہایت صحت مند زندگی کی بنیاد رکھی۔

تصریح:

امیدوار جدوجہد کے ذریعے معاشرے میں نام کمانے کا خواہشمند ہے۔



منظرا:

خاوند اور بیوی کھڑے ہیں۔

کہانی:

فائزہ اور فرخ میاں بیوی ہیں۔ فائزہ پیشے کے لحاظ سے ڈاکٹر ہے جبکہ فرخ ایک سول افسر ہے۔ دونوں کا تعلق ایک متوسط گھرانے سے تھا، لیکن پھر بھی دونوں ہی نہایت محنتی اور با مقصد تھے۔ فائزہ نے اپنا ایم۔ بی۔ بی۔ ایس کا امتحان پاس کرنے اور فرخ نے نفیات میں ایم فل کی ڈگری حاصل کرنے کے بعد شادی کی۔ شادی کے بعد بھی انہوں نے اپنے مقصد کی طرف قدم بڑھانا جاری رکھا۔ دونوں میاں بیوی ایک پُر امن اور بہتر زندگی گزار رہے ہیں۔ دونوں ہی اپنے اعلیٰ عزم کے حصول میں لگے ہوئے ہیں۔ ان دونوں میاں بیوی کے لئے زندگی کا معنی مستقل ترقی کرنا اور اپنے فرائض کو بھر پور طریقے نے انجام دینا ہے۔

تبصرہ:

امیدوار مستقل مزاج اور ثابت سوچ کے ذریعے آگے بڑھنے کا متنی ہے۔



منظرا:

ایک لڑکی چھت پر بیٹھی نیچے دیکھ رہی ہے۔

کہانی:

عالیہ پاکستانی ائمیلی جنس ایجنسی کی ایک افسر ہے۔ اس کے سابقہ ریکارڈ کو مدد نظر رکھتے ہوئے اسے ایک سازش کا قلع قع کرنے کے لئے بیرونِ ملک بھیجا گیا۔ اس نے بڑی ہوشیاری سے ملک کے خلاف ہونے والی دہشت گردی کی سازش کا پتہ چلا کر اپنے اعلیٰ افسران کو خبر دی۔ عالیہ کی خبر پر ان دہشت گروں کا خاتمه کرنے کے لیے افواج نے آپریشن کیا اور دہشت گروں اور ان سے ملنے والے ہتھیاروں کو قبضے میں لے لیا۔ اس طرح ملک و قوم پر آنے والی مصیبت کا وقت سے پہلے ہی خاتمه کر دیا گیا۔ ایجنسی نے عالیہ کو تمغہ جرأت سے نواز اور اسے اگلے عہدے پر ترقی دی گئی۔

تہرہ:

امیدوار نہایت بہادری اور جانشناختی سے رکاوٹیں عبور کرنے کا قائل ہے۔



منظرا:

ایک لڑکی تہنا بیٹھی کچھ سوچ رہی ہے۔

کہانی:

ثوبیہ ایک ذہین لڑکی ہے۔ وہ اپنے بچپن ہی کے دنوں سے ادبی سرگرمیوں میں پیش پیش رہی ہے۔ اسے ادب سے گہرالگاؤ تھا۔ اسی لگاؤ کی وجہ سے اس نے انگلش ادب میں ماشرز کی ڈگری حاصل کی۔ ادب کا مطالعہ کرنے کے ساتھ ساتھ اس نے ادب میں کافی کام بھی کیا جس کی بنیاد پر ادبی حلقوں میں وہ جانی پہچانی جانے لگی۔ اس کا ایک مقصد جو کہ ایک مصنف بننا تھا، ہمیشہ ہی سے اسے لکھنے پر اکساتار ہا اور وہ لکھتی گئی حتیٰ کہ وہ ایک خوشحال اور کامیاب مصنفہ بن گئی۔ اس کی بہت سی کتب شائع ہوئیں اور وہ بہت مقبول ہو گئی۔ اس نے اپنی کوششیں جاری رکھیں اور مزید ترقی کرتی گئی۔

اتبیرہ:

امیدوار ذہین، تخلیقی کردار رکھتا ہے نیز زندگی میں بلند مقاصد کا حامل ہے۔



ثہر:

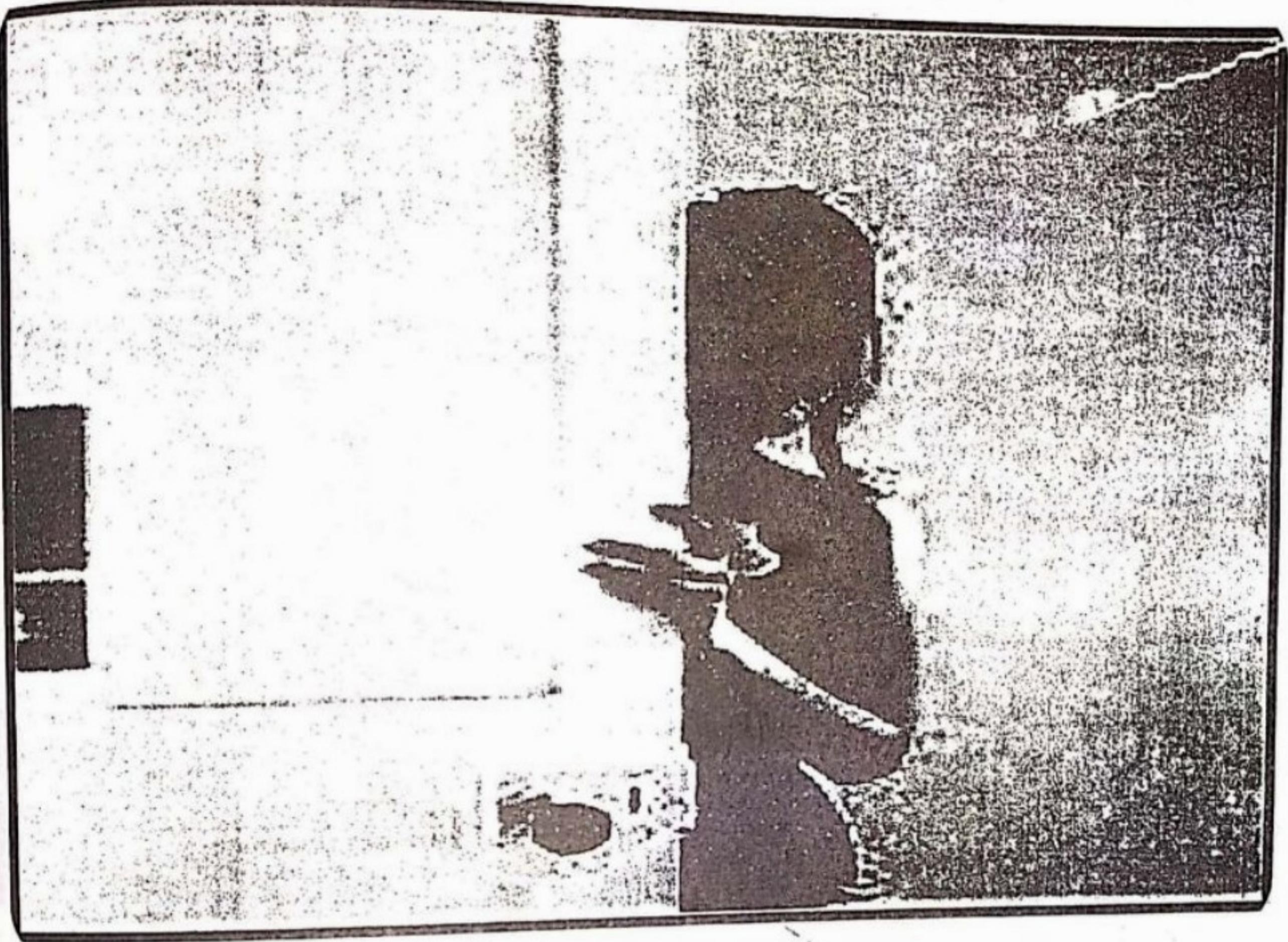
دولڑ کیاں کسی طرف متوجہ ہیں۔

کھانی:

ندا اور رداد و جڑواں بہنیں ہیں۔ دونوں ہی ذہین اور سنجیدہ مزاج کی حامل ہیں۔ ان کے والدین ان دونوں کو اعلیٰ علمی دلوانے کے خواہش مند تھے لہذا دونوں بہنوں نے ان کی امیدوں پر پورا تر تھے ہوئے اعلیٰ تعلیم حاصل کی۔ ندانے طب بکھر دلانے بیرونی کی تعلیم حاصل کی۔ دونوں بہنوں نے اپنے اپنے میدان میں اعلیٰ اور عمدہ کارکردگی کا مظاہرہ کرتے ہوئے بہترین مقام حاصل کیا۔ دونوں نے انسانیت کی خدمت کا جو عزم کیا تھا، اسے عملی طور پر پورا کیا۔ اس طرح انہوں نے عاشرے اور ملک و قوم میں نہ صرف اچھے بلکہ موثر شہری ہونے کا ثبوت دیا۔ ان کے عزیز واقارب کو ان کے کام پر فخر ہوا۔

تپبرہ:

امیدوار فرض شناس ہے۔ تعاون کو روزمرہ کی زندگی میں اہمیت دیتا ہے اور پر اعتماد ہے۔



منظر:

ایک عورت دروازے سے کمرے میں داخل ہو رہی ہے۔

کہانی:

مریم ایک پڑھی لکھی اور عقلمند لڑکی ہے۔ اس نے ایم۔ بی۔ اے کا امتحان امتیازی حیثیت سے پاس کیا۔ امتحان پاس کرنے کے فوراً بعد، ہی اس نے زندگی کے عملی میدان میں قدم رکھا اور ایک بُنک میں ملازمت اختیار کر لی۔ چونکہ مریم ایک محنتی لڑکی تھی لہذا اس کے افسران اس کے کام سے بہت خوش تھے۔ وہ اپنا کام پوری ذمہ داری اور منظم طریقے سے کرتی جس کی وجہ سے اس نے بہت جلد ترقی کی اور بُنک کے بڑے عہدیدار ان میں شمار کی جانے لگی۔ ساتھ ساتھ اس نے اپنی زندگی کے تجربات (پیشہ وار انہ تجربات) کو قلمبند کرنا جاری رکھا جس کی بدولت اس کی ایک کتاب بھی شائع ہوئی اور دیکھتے اسے اس میدان میں بھی بہت ترقی ملی۔ کامیابی اور شہرت نے اس کے قدم چومنے دیکھتے۔

تبصرہ:

امیدوار زندگی میں اعلیٰ مقاصد کا حامل ہے اور زندگی میں پُر جوش کام اور محنت کو ترجیح دیتا ہے۔



A



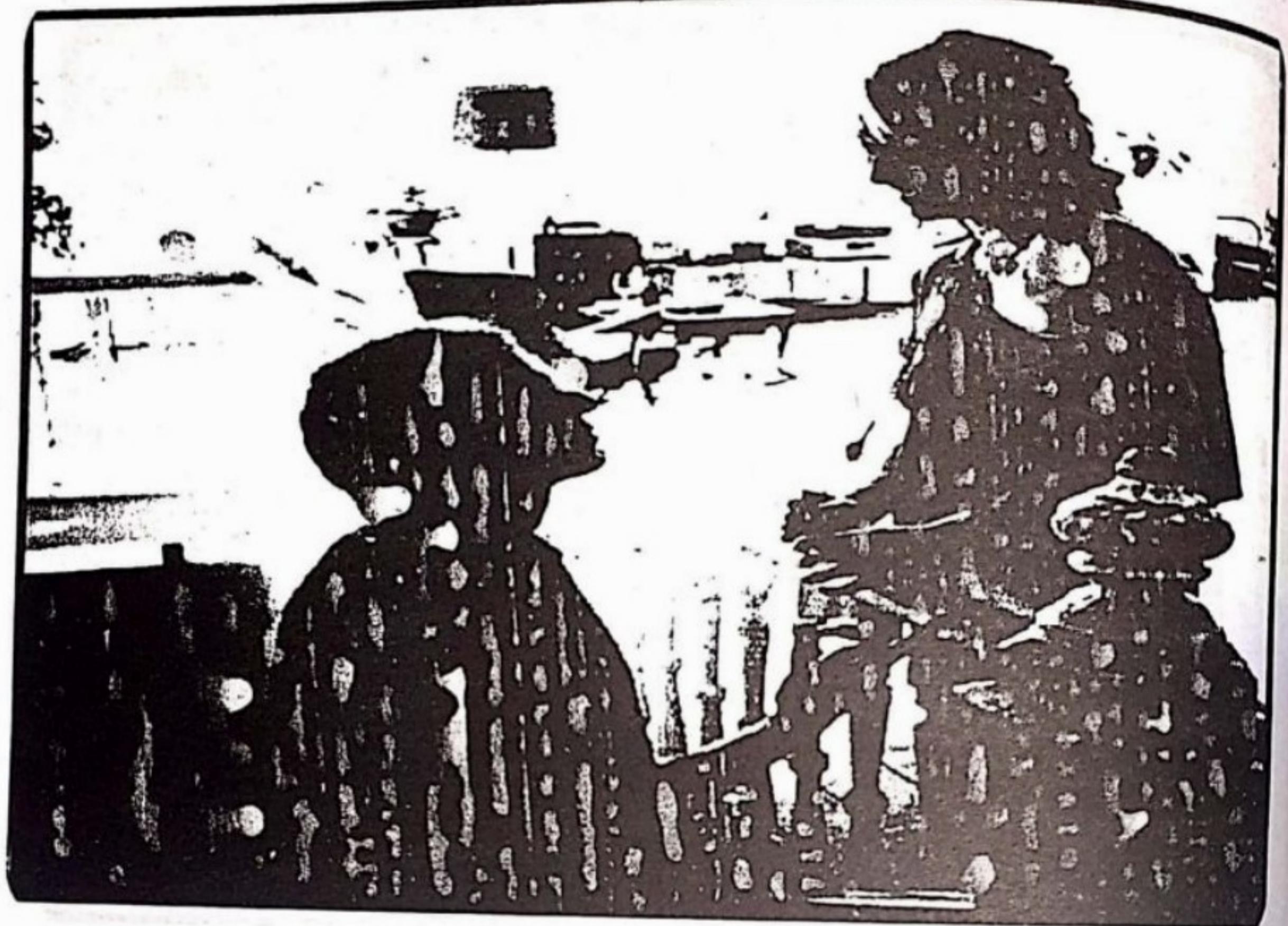
منظرا:

ایک لڑکی سیر ہیاں چڑھ رہی ہے۔

کہانی:

زدیا ایک خوش شکل اور خوش آواز لڑکی ہے۔ اسے بچپن ہی سے گانے کا بہت شوق تھا اور ایک نامور گلوکارہ بننا چاہتی تھی۔ پڑھائی کے ساتھ ساتھ اس نے اپنی گانے کی مشق کو بھی جاری رکھا۔ وہ پختہ ارادے کی مالک تھی۔ اس نے اپنے مقصد کے حصول کے لئے ان تھنک کوششیں کیں۔ ایک دن اس کی محنت رنگ لائی اور وہ ایک نامور گلوکارہ کی صورت میں اُبھر کی لیکن اس نے اپنی اس کامیابی پر قناعت نہ کی اور مزید آگے بڑھنے کے لئے محنت جاری رکھی۔ خدا نے اسے اس کی محنت کا تبصرہ:

اسید وار گھنٹی، پڑھتا دا مر مستقل مزاج ہے۔ کامیابی کی قدر کرنے والے شخص کے ساتھ ساتھ ذہن بھی ہے۔



منظرا:

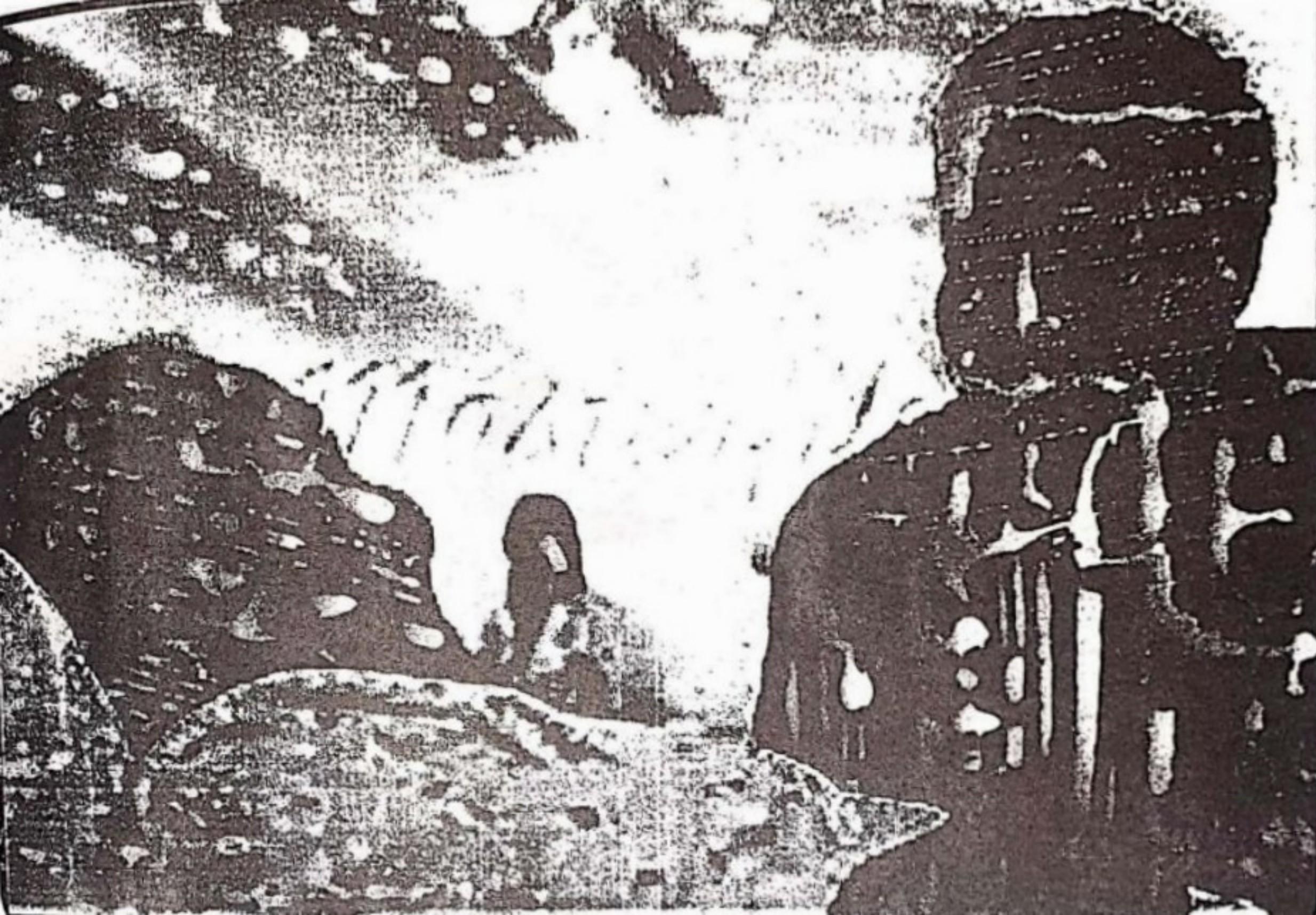
ایک آدمی اور ایک عورت ایک دوسرے سے بات چیت کر رہے ہیں۔

کہانی:

عدیل اور مریم دونوں میاں بیوی ہیں اور پیشے کے اعتبار سے سول انجینئرز ہیں۔ دونوں میاں بیوی ایک بین الاقوامی فرم میں ملازمت کرتے ہیں۔ دونوں ہی اپنے پیشے کے معاملے میں پُر عزم ہیں اور ایک مطمئن زندگی بس رکر رہے ہیں۔ ان کی پیشہ وارانہ سرگرمیوں اور مہارت کو دیکھتے ہوئے کمپنی نے انہیں ایک نئے تعمیر ہونے والے ڈیم کی منصوبہ بندی کے لئے منتخب کیا۔ دونوں ہی اپنے کام کو احسن طریقہ سے پایہ تکمیل تک پہنچانے کے لئے باہمی مشاورت اور لگن سے کام کرنے لگے۔ بالآخر ان کی محنت رنگ لائی اور ان دونوں کی باہمی منصوبہ بندی کو مانتے ہوئے ڈیم کی منصوبے کو جتنی شکل دی گئی جس پر بعد میں عمل درآمد کرتے ہوئے ڈیم تعمیر کیا گیا۔

تبصرہ:

امیدوار ایک عملی شخص ہے۔ زندگی کی حقیقت کو سمجھتے ہوئے کام کرتا ہے اور اپنے کام کے ساتھ سنجیدہ رویہ رکھتا ہے۔





منظر:

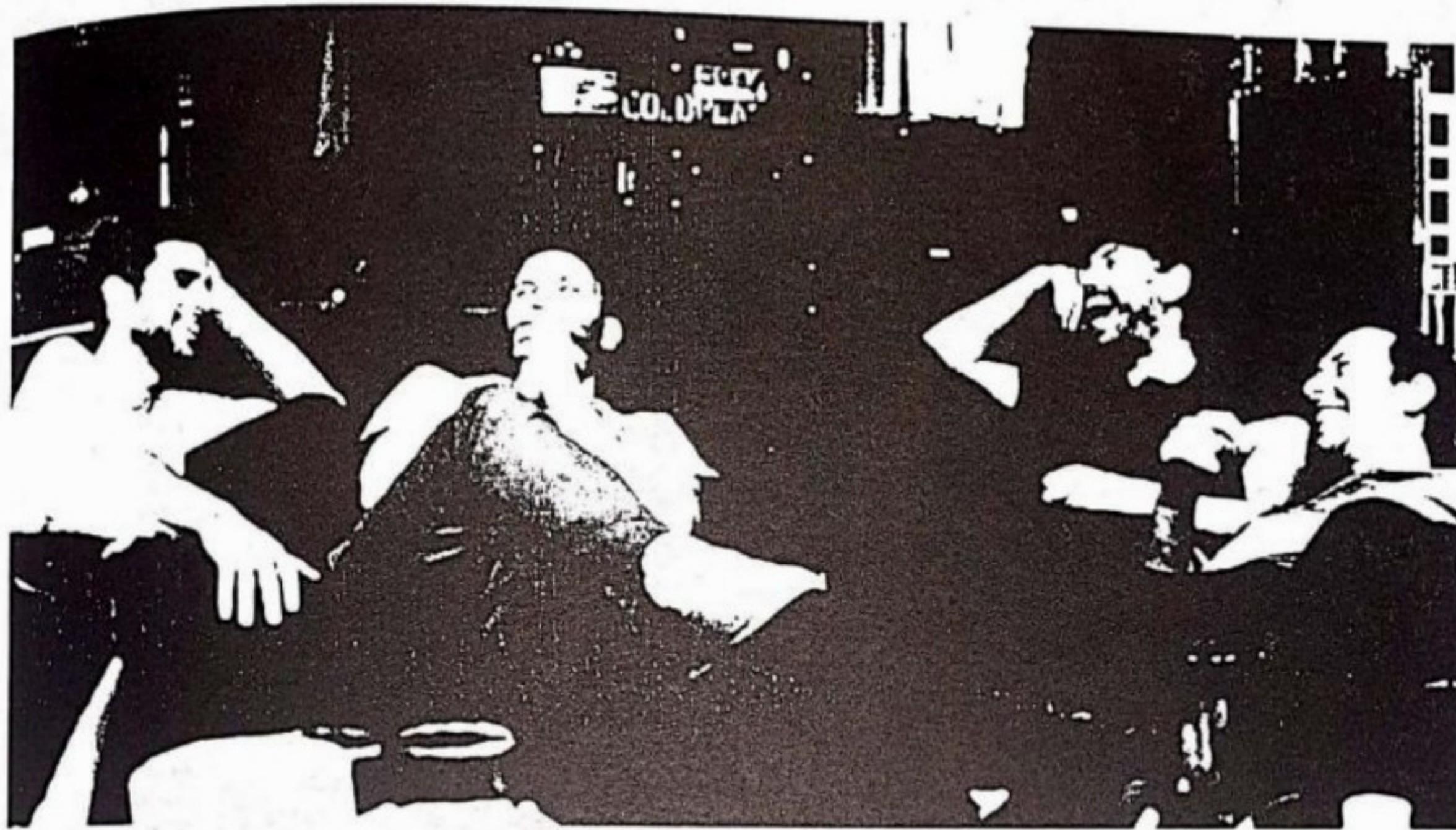
ایک صحیت مندو جوان رسی کی مدد سے اوپر چڑھ رہا ہے۔

کہانی:

عمر کو بچپن ہی سے زندگی میں آگے بڑھنے اور کچھ کر دکھانے کا شوق تھا۔ اس نے بچپن میں پڑھائی کے ساتھ ساتھ کھلیوں میں نہ صرف دلچسپی لینا شروع کی بلکہ عمدہ کار کردگی بھی دکھائی۔ بہترین کار کردگی کا یہ سلسلہ بچپن سے جوانی تک جاری رہا اور گریجویشن میں اعلیٰ نمبر حاصل کرنے کے ساتھ ساتھ اس نے قومی سطح پر کھلیوں میں نمایاں مقام حاصل کر لیا۔ اس نے کھلیوں میں اتنی مہارت حاصل کر لی کہ کھلی نہ صرف اس کی شہرت کی وجہ بنا بلکہ وہ ایک پیشہ ور کھلاڑی بن گیا۔ ملکی سطح پر کامیاب ہونے کے بعد اس نے اپنی مشق جاری رکھی اور مزید ترقی کی راہ پر گامزن رہا۔

تصریح:

امیدوار مختی اور با مقصد ہے۔ اس میں آگے بڑھنے کی زبردست خواہش موجود ہے۔



منظر:

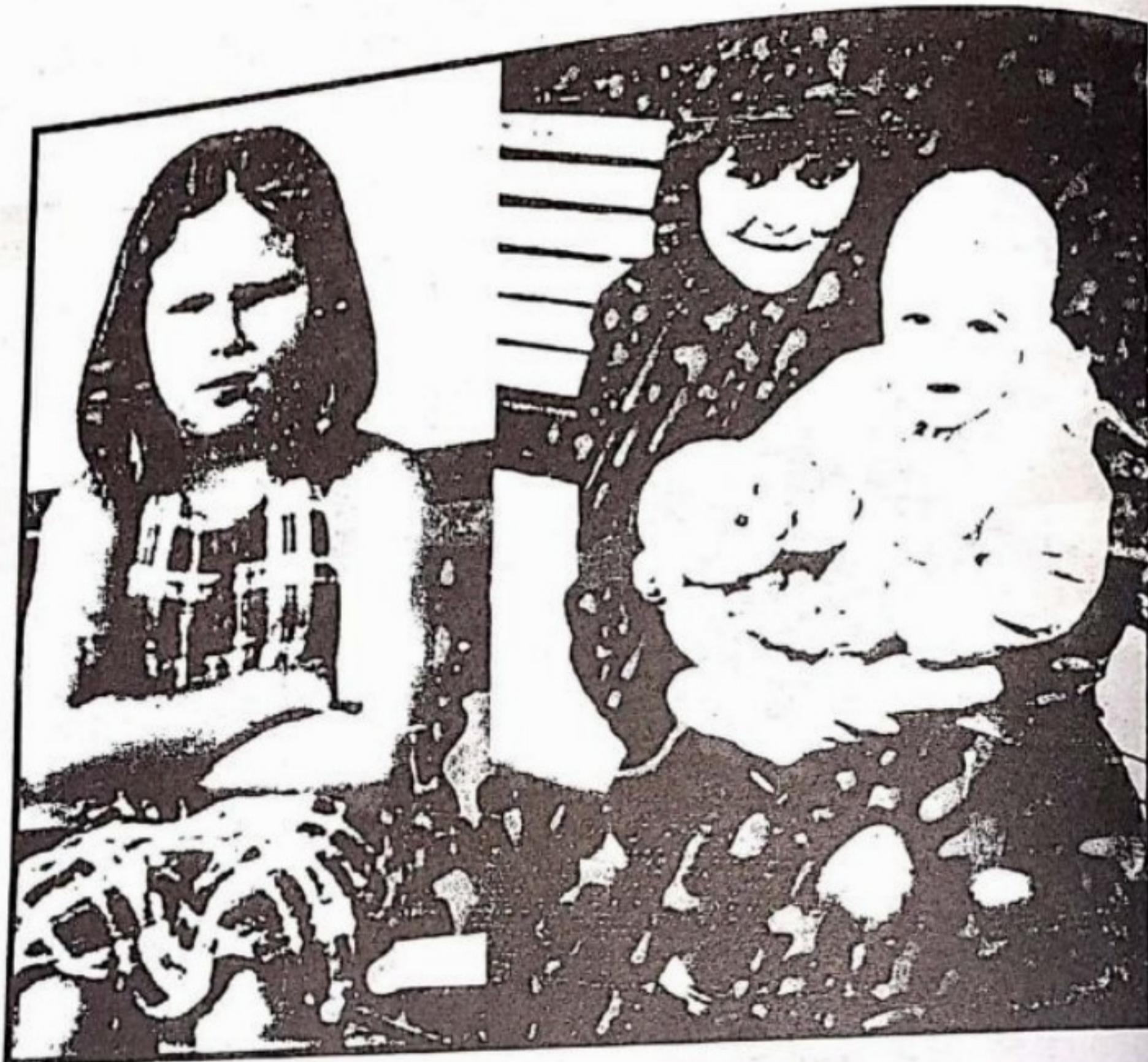
کچھ نوجوان آرام کر رہے ہیں۔

کہانی:

پاکستان اور بھارت کے درمیان کشیدہ حالات چل رہے تھے۔ بین الاقوامی اور ملکی سطح پر اس مسئلے کا چرچا عام تھا۔ حالات کے پیش نظر افواج پاکستان نے اپنی ذمہ داری کو احسن طریقے سے سرانجام دینے کے لئے تیاری شروع کر دی تاکہ ہر طرح کی صورت حال سے نمٹا جاسکے اور وطن عزیز کی حفاظت کو ہر حال میں ممکن بنایا جاسکے۔ پاکستانی فوج کے چند جوانوں کو سرحدوں پر دشمن کے عزم جانے کے لئے جاسوئی کے لئے مقرر کیا گیا۔ ان افران نے بڑی مہارت سے دشمن کے عزم کا پتہ چلا�ا۔ راستے میں مختلف دشواریوں کا سامنا کرنا پڑا، لیکن ان کی ہمت کے آگے مصیبتوں دم توڑتی گئیں اور نوجوان اپنے کام میں کامیاب لوٹ کر آئے۔

تبصرہ:

امیدوار ایک وسیع النظر مشاہدہ و بصیرت اور حوصلے کا مالک ہے۔ کسی چیز کے حصول میں استقامت دکھانا اور ثابت قدم رہنا اس کی شخصیت کا نمایاں پہلو ہے۔



ایک عورت اور لڑکی بیٹھی ہیں جبکہ عورت ایک بچے کو انٹھائے ہوئے ہے۔

زینب ایک قابل ڈاکٹر ہے۔ اُس نے شاندار نمبروں میں ایم۔ بی۔ بی۔ ایس کا امتحان پاس کیا۔ اس کے بعد مزید اجاری رکھی اور چالنڈ ہیلٹر میں پوسٹ گریجویٹ ڈپلومہ کیا۔ زینب صبح سوریے اٹھتی باقاعدگی سے نمازوادا کرتی اور مقامی ہسپتال میں کام کرنا شروع کیا۔ ہسپتال میں وہ بڑی محنت سے کام کرتی۔ خدمتِ خلق کے جذبہ سے سرشار ہسپتال کے بعد وہ ایک پریکشہ کرتی۔ زینب کو بھوؤں سے خصوصی محبت تھی اور وہ ہر مریض بچے کو بڑی ہمدردی سے جا چلتی۔ علاقے میں ایک مغلص شخصیت کے طور پر جانی جانے لگی۔ اتنی مصروفیات کے باوجود وہ نمازوں اور اسے خاندان کے لئے مناسب وقت لایتی۔ خدمتِ خلق کی بدولت وہ ایک مضمون اور کامیاب زندگی بسر کر رہی ہے۔

امیدوار ثابت پہلوؤں پر نظر رکھنے والا فرض شناس شخصیت کا حامل ہے۔

Self - Appraisal Test

INTRODUCTION:

The Inter Services Selection Board (ISSB) would like to know about the basic personality traits of the candidate so as to determine whether he is suitable for the armed forces. There are several other tests, which project the personality of the candidate, in many spheres, before the board. But in order to confirm whether the candidate is really accurate in answering questions related to his personality, a self-appraisal test is administered. The candidate has to give a brief description of himself and carefully highlights his virtues and limitations. This description is cross-checked by the members of the ISSB against the information furnished through various tests. Hence, the ISSB forms a final opinion about his suitability for the armed forces.

SCOPE:

The personality of the candidate is the product of his physical features, academic achievements, family background, habits, ambitions and social circle. Therefore, all the major parameters related to his life are considered by the board while selecting him. The candidate describes himself and his family in a nutshell. He also describes his good and bad characteristics. He also mentions vital points about his ambitions, friends, religious orientations and hobbies in brief. A brief note about extra-curricular activities is also necessary. Finally, he describes what his teachers, parents, friends or enemies might think about him.

OBJECTIVES:

The self-appraisal test has three objectives to achieve:

- (A) Self-appraisal test allows the examiner to assess the personality of the candidate. The inherent qualities and limitations are noted by the examiner and the correct picture of the candidate's personality emerges before him through the carefully written test. This enables the examiner, as stated earlier, to assess the eligibility of the candidate for a commission in the army. Armed forces demand special sets of traits from the individual so that he could succeed during the times of crises. The self-appraisal test determines whether the personality of the candidate matches with that of an ideal candidate who would cross all the hurdles at the ISSB.
- (B) The self-appraisal test determines whether the candidate is aware about his inner-self or not. It tries to elicit an impartial opinion from the candidate and tries to know whether he is aware of his strong and weak traits. If a person knows what he is made up of, he would be able to improve upon himself. If he over-estimates his personality, he would lose rationale thinking ability and logical decision making skill.
- (C) The self-appraisal test might be used by the officers during the interviews.

Important Tips for Appearing in the Test:

No man on the earth is sans limitations. Therefore, the candidate has no reason to

worry; if he has limitations, so do other candidates in his batch. The candidate, however, should remember that the examiner would not like the candidate to hide his limitations or exaggerate his strong traits. A rational and down-to-earth approach is the need of the hour while appearing in this test. Some of the guidelines, for clearing this test successfully, have been appended below:

- (a) Do not write too much about your physical traits and family.
- (b) Write very carefully about your social contacts and friends. If you do not like a person, do not mention him. If you have only a few close friends, it is better. But if you have a general social circle as well, you would be the best.
- (c) The test has to be completed in a structured format, as explained later. Do not try to experiment with new formats as the examiner has to review many answer books and would not be able to devote more time to your test booklet.
- (d) Do not boast of your plus points. If you do not have a plus point but mention it, you are likely to be caught red-handed. The examiner already has sufficient information about your basic traits.
- (e) Do not hide your limitations. These must be mentioned, albeit in a tactful manner. Do not have any grudge over the negative traits. Whatever you are, you are. You can only try to improve your personality.
- (f) Before appearing in the test, be prepared about basic facts and data about you.
- (g) Do not describe a wrong (or negative) aspect of your personality in detail.
- (h) In the end, do emphasise that you are always willing to improve (especially, willing to eliminate your limitations). And take care, you would still be left with some sets of limitations as you are not "a perfect ten."
- (i) Your description of your inner self must match your answers given by you during your previous tests.

The Contents of the Test:

The self-appraisal test is structured one and the candidate has to write in a certain order. The order and the topics are as follows:

(A) What I Think of Myself?

- (i) **Physical aspects:** Mention your physique, health, interest in games and outdoor activities in which, you might be involved.
- (ii) **Social contacts:** Mention your (friendly) relationships with friends, relatives and teachers. Also mention about your attitude towards humanity.
- (iii) **Educational background:** Give very brief details of your educational background. You can mention details of distinctions, honours or awards won by you.
- (iv) **Parentage and economic status:** Mention your family background. Be exact about economic background and strata. Write the truth; do not resort to hyperbole.
- (v) **Moral and religious trends:** State the religion you practise. Also, mention that you respect all other religions.
- (vi) **Interests in cultural and co-curricular activities:** Write about your hobbies and

co-curricular activities. Discuss about your leisure hours in one or two lines.

(B) What Others Think About You?

- (i) What my parents think of me?
- (ii) What my teachers think of me?
- (iii) What my friends think of me?
- (iv) What my enemies think of me?
- (v) Qualities that I would like to develop in myself.
- (vi) Opinion of my boss about me.

The aforesaid headings would have to be dealt with utmost care. You have to be pragmatic, positive and rational while answering these heads. The example that follows would clarify this point. However, you need not copy the example in ditto because every person would have different background, mental make-up and personality trait. Use the example only as a guideline and not as the final word.

Model Self - Appraisal Test

(A) What I think of myself?

(i) Physical Aspects:

I am young lad of height 5 feet and 9 inches. I enjoy sound health and never fell victim to any major illness. I love to play hockey. I was the captain of my school's hockey team, which won many trophies. I go for a morning walk and also do physical exercise for half an hour. I am a young boy and so, I prefer jeans and cotton shirts, as they match my tastes and physical needs. I can live in all types of climates and terrains.

(ii) Social Contacts:

I have a large friendship circle, which was developed during my school days. I like to be in the company of those people who are in the same age group as mine. I enjoy sports, cinema and music in the company of my friends. I also like some friends of my father. My friendship circle is increasing as I am a social person.

(iii) Educational Background:

I completed my XII level examination from a reputed school recently. I secured 86 percent marks in the XII examination. I work hard on my subjects and prefer to be thorough about them. I get help from my teachers, parents and friends alike. I love to study Physics, Chemistry and English but I am slightly averse to Mathematics. I had a brilliant academic record during my school days.

(iv) Percentage and Economic Status:

My father is a shopkeeper. He owns a grocery shop and my elder brother helps him run it. I have one sister and one brother. My mother is a housewife. I belong to a middle income family. My parents take adequate care of my needs. I respect my parents and love all my family members.

(v) Moral and Religious Trends:

I was born in a Muslim family. We are Sunni Muslims. All of us pray for five times during the day and fast for twenty-nine or thirty days during the month of Ramzaan. We celebrate Eid with fervour and exchange gifts with friends and relatives. I follow the instructions of my parents on religious issues and read holy scriptures.

whenever I find time. I respect all the faiths. I have Hindu and Christian friends who tell me about their religions and enhance my knowledge.

(vi) Interests in Cultural and Co-curricular Activities:

I love to sing. My most favourite Raag is Raag Bhopali. I have participated in music concerts and festivals during my school days and have won several prizes too. I am also interested in professional photography. I have a digital camera (gifted by my father). Till date, I have taken sixty high-quality photographs.

(vii) Hobbies:

As already stated, I love to play hockey. I would like to be perfect in this game but I need time and dedication to do so. Besides, I also collect stamps of vintage years. I have a collection of over 1000 stamps, some of them being rare ones.

(B) What others Think of Me?

(i) What my parents think of me?

My parents adore me. They want me to join the armed forces and achieve heights of glory. My parents have done a lot for their children. They are the nicest parents in the world.

(ii) What my teachers think of me?

My teachers have given me knowledge and so, they are very dear to me. I respect my teachers and imbibe knowledge from them with humility. They tell me often that I should increase my concentration and they are right. They also contend that I should be more career conscious and not sports conscious. I am following their pieces of advice.

(iii) What my enemies think of me?

I have opponents but I do not call them my enemies. I would like to be friendly towards them. Perhaps, they presume that I am slightly domineering and an egoist, they might be right. However, their opinions could have an element of bias.

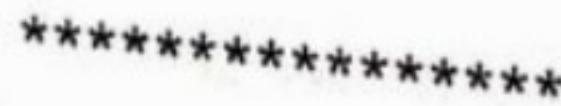
(iv) What my friends think of me?

My friends love me and adore my abilities. They give me money, motor cycles, books, etc., of course, on a loan basis. They might be thinking that I am slightly tough and an egoist individual to handle. But they accommodate my failures and shortcomings with pleasure. They think that I can achieve success through toil and commitment towards my aims.

(v) Qualities that I would like to develop in myself:

As already stated, I have ego problem. I also lack concentration ability. Besides, I am weak in analytical skills. I would like to improve these areas so that I should be able to become a better person. I am trying to eliminate my limitations and by the grace of God, I would be able to develop myself as a hard-working and honest individual.

Self-appraisal test must be completed carefully. Only real and relevant details regarding the candidate should be appended. Useless information or obsolete facts must be avoided.



Self-Confidence Test

Introduction:

Self-confidence is the extend to which an individual has confidence on his abilities and potentials.

Self-confidence is compulsory for each candidate if he wants to be a part of Pakistan army. It is one of the most desirable qualities in military officers. Every individual is different from other in self-confidence, keeping it in view, a self-confidence test is given so that you can check your confidence level and to follow suggestions given in the end to improve it, you would be able to get self-confidence.

Self-Confidence Test

1. I am satisfied with myself.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

2. I think I am good.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

3. I think I have a number of good qualities.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

4. I can do things as most other people.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

5. I think I have much to be proud of.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

6. I never feel useless.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
7. I feel that I am person of worth, equal of others.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
8. I have respect for myself.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
9. I am inclined to believe that I am a success.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
10. I take a positive attitude toward myself.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
11. I can always solve difficult problems if I try.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
12. If someone opposes me, I can find the means and ways to get what I want.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree

- Strongly agree
13. It is easy for me to stick to my aims and accomplish my goals.
○ Strongly disagree
○ Disagree
○ Neither agree nor disagree
○ Agree
○ Strongly agree
14. I think that I can deal efficiently with unexpected events.
○ Strongly disagree
○ Disagree
○ Neither agree nor disagree
○ Agree
○ Strongly agree
15. I never feel shy among strangers.
○ Strongly disagree
○ Disagree
○ Neither agree nor disagree
○ Agree
○ Strongly agree
16. I can solve most problems if I invest the necessary effort.
○ Strongly disagree
○ Disagree
○ Neither agree nor disagree
○ Agree
○ Strongly agree
17. I can remain calm when facing difficulties.
○ Strongly disagree
○ Disagree
○ Neither agree nor disagree
○ Agree
○ Strongly agree
18. When I am confronted with a problem, I can usually find several solutions.
○ Strongly disagree
○ Disagree
○ Neither agree nor disagree
○ Agree
○ Strongly agree
19. If I am in trouble, I can usually think of a solution.
○ Strongly disagree
○ Disagree
○ Neither agree nor disagree

- Agree
 ○ Strongly agree
20. I can usually handle whatever comes my way.
 ○ Strongly disagree
 ○ Disagree
 ○ Neither agree nor disagree
 ○ Agree
 ○ Strongly agree
- Strongly disagree
21. I believe that I am more intelligent than most individuals.
 ○ Disagree
 ○ Neither agree nor disagree
 ○ Agree
 ○ Strongly agree
- 22. Given time, I can figure out any complicated intellectual task.**
 ○ Strongly disagree
 ○ Disagree
 ○ Neither agree nor disagree
 ○ Agree
 ○ Strongly agree
- 23. I like to put myself in situations that challenge me to learn new things.**
 ○ Strongly disagree
 ○ Disagree
 ○ Neither agree nor disagree
 ○ Agree
 ○ Strongly agree
- 24. I enjoy playing games that involve thinking or solving puzzles.**
 ○ Strongly disagree
 ○ Disagree
 ○ Neither agree nor disagree
 ○ Agree
 ○ Strongly agree
- 25. I would never have someone explain a difficult concept to me than to figure it out on my own.**
 ○ Strongly disagree
 ○ Disagree
 ○ Neither agree nor disagree
 ○ Agree
 ○ Strongly agree
- 26. I enjoy discussing complex issues.**
 ○ Strongly disagree

- Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
27. **I feel that I can make friends with almost anyone.**
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
28. **I believe that I have lots of things in common with everyone.**
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
29. **My successes attributed to what I know.**
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
30. **It would be exciting to meet a group of people who I don't know.**
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
31. **I never feel nervous in crowd.**
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
32. **I prefer to complete a task with happiness.**
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

- I can spontaneously come up with creative solutions to problems.**
33. I can spontaneously come up with creative solutions to problems.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
34. I am artistically inclined.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
35. It is easy for me to see how all things are related to one another.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
36. I've never had difficulty finding ways to express myself.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
37. I like to know about new things.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
38. I would rather think about all the possible ways to complete a task rather than doing the work to complete the task itself.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
39. I am good at sports.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree

Test Your Influencing Ability

The following questionnaire should be filled out according to how you feel at the present. Respond with a "True" or a "False" depending on which choice most accurately describes you.

1. I am easily awakened by noise.
2. When it's time to make a major decision, I usually make that decision.
3. When it's time to make a major decision about moving, I usually make that decision.
4. My daily life is full of things that are interesting.
5. I enjoy detective or mystery stories.
6. I work under a great deal of tension.
7. When it's time to discipline the children, I make that decision.
8. No one seems to understand me.
9. When it's time to decide about social events with friends or family, I usually make that decision.
10. I like to be bossy.
11. At times I feel like swearing.
12. I like to get in the last word.
13. I find it hard to keep my mind on a task.
14. At times I feel like smashing things.
15. I like to know the details about other people's phone conversations.
16. I do not always tell the truth.
17. I like to have rules and structure for handling most or all situations.
18. I like to monitor other people to make sure things are going the way they should be.
19. I like to make sure everything goes according to plan.
20. I am a good mixer.
21. I like to lead conversations or group discussions.
22. I am liked by most people.
23. I get angry sometimes.
24. I may be inclined to interrupt people if they are not responding in the way they should be.
25. I think most people would lie to get ahead.
26. I am lacking in self-confidence.
27. I am an important person.
28. I have a tendency to manipulate, maneuver, or control other people.
29. I am a good leader but not particularly a good follower.
30. I like to give directions about driving or other activities.

31. I am happy most of the time.
32. I am a person who, if I am going out for an evening, likes to decide where to eat, what movie to attend, etc.
33. My hardest battles are with myself.
34. I seem to be about as capable and smart as most others around me.
35. I tend to over-structure spontaneous time such as vacation, etc. and turn them into controlled events.
36. I feel useless at times.
37. I have ideas about controlling other things with the children and other people such as how much food they should have on their plate, etc.
38. I am seen by relatives as being a dominant member of our extended family.
39. I am the one who usually decides which television channel to watch.
40. I am the one who usually controls the thermostat in the house.
41. Criticism or scolding hurts me terribly.
42. I would rather win than lose in a game.
43. I do not tire quickly.

SCORING

The Way of Life Scale uses a technique that, while common in test construction, is one we have not seen in the other tests in this book—it uses a number of “distractor items” to disguise the purpose of the test. So, while 43 items appear on the scale, only 21 of the items are actually relevant to the purpose of the test. To find your score, count the number of “True” responses to items 2, 3, 7, 9, 10, 12, 15, 17, 18, 19, 21, 24, 28, 29, 30, 32, 35, 37, 38, 39 and 40.

Improve Your Persuasion Skills

Having exceptional persuasion skills is one of the most essential abilities to possess in today's fast-paced society. We need the support and cooperation of other people to help us in our goal-setting efforts. The saying "No man is an island" is an undeniable truth.

Here are some hot tips to effectively influence and persuade anyone you desire.

1) Be nice and friendly:

Smile to brighten up the day. Make a sincere compliment to encourage and raise their spirits. Simple little things like these count a lot.

Make them feel that whenever they need support or just someone who can give them guidance, you'll always be there to lend a hand. They would tend to be more receptive to people that they trust and respect.

If you want to ask your boss a favor, do everything you can to please him. Over-deliver and exceed his expectations. Soon, he will notice your efforts and can easily be receptive to your persuasion efforts.

2) Enter their world:

You must understand the situation according to their point of view. Set aside your personal interests and focus on them.

Just pretend that if you are them, what would you do? What would be your suggestion? Then take the appropriate action that would be beneficial to them.

Copy them. Observe how they act, how they speak, and how they think. If they rub their hands while they talk to you, act like them. If they speak at a clear and slow pace, try to do the same thing. This is called mirroring.

In due time, the people you're mirroring will subconsciously feel more comfortable with you. It's as if they see themselves in you.

However, you must proceed with caution. Mirroring is different from mimicry. Do not let them be aware that you are copying them. They might interpret it as mockery and you'll just get into hot water.

3) Consistency is the key:

This persuasion technique rests on a person's need to remain consistent with what he has said or promised. People who say one thing and then do another are generally unapproved of.

In order to be accepted in society, people do their best to stick to their words. It's a matter of honour and integrity. The more a person values these concepts, the more he will stick to his word. You can easily use this to your advantage.

For example, if Senator A has recently announced his commitment to the environment, it would be a good time to solicit help for your eco-friendly organization. After all, he has just said it himself. Backing out now would diminish his name.

4) Provide them with undeniable proof or evidence:

Explain to them how your ideas or opinions could be the most effective methods to implement. Show them undeniable proof that you have the best product by way of

testimonials, before and after scenarios, and detailed comparisons against your competitors. Just make sure that all your claims are true and verifiable. Always maintain a good reputation.

5) Greed is gold:

Let's face it. People can be greedy sometimes. But when it comes to persuasion skills, greed is not something to frown upon; it's something you use to get people right where you want them!

Are you selling lottery tickets? Appeal to people by regaling to them tales of what could be. Are you selling jewellery? Get people to buy them by way of compliments. Tell them how great the stones look on them and how they'll be the envy of everyone else.

6) Use the word "because":

How often do we use the word "because" in a real sentence? In my opinion, we don't use it often enough. Sure, we use it when writing letters, but do you have any idea how powerful this word is when used verbally in actual sentence?

When you're trying to reason out the need for a second chance to your boss, for example, you don't say "I deserve a second chance for all my hard work." Instead, you say, "I deserve a second chance because I worked really hard on this project."

That word alone gives you an air of maturity and credibility that will always work to your advantage.

7) Satisfy their existing needs and wants:

Being self-centered is basic human nature. People usually attend to their own concerns and well-being before attending to others. If you can prove that your proposal will provide more advantages to them than to your own, then they will probably accept it.

If you could concentrate more on their interests, desires, needs, and expectations, then you would satisfy their cravings for attention. Moreover, it would show that you really care about them. Mutual trust and respect would be established.

This is the most important thing to remember when persuading anyone. No matter how close you are to becoming like them or how compelling your evidence is, if it does not satisfy the "What's In It For Me?" test, your persuasion endeavors will not produce satisfactory results. Always bear in mind how they will benefit from your actions.

Good influencers are likely to display a variety of personal characteristics, which can help to positively influence other peoples' perceptions, e.g.,

- Energy and enthusiasm.
- A calm, even tempered, disposition.
- An ability to be flexible and adaptable to different people and situations.
- Strong listening and observation skills.
- An ability to act impartially or with neutrality.
- Self-confidence and gravitas.
- Demonstrable empathy and perception.

However, the key abilities for anyone seeking to influence others are the requirements for good judgment and effective social and information skill.

Other approaches that can help you to be more influential in difficult group situations include:

Setting a positive tone and modelling the 'norms' for group interaction.

Being yourself, without defensiveness or hidden agendas, and sharing your experiences and feelings to establish empathy.

Describing what you see rather than being judgmental, e.g., "on the basis of what you've said, you don't look to be supportive..."

Being empathetic – showing you understand people's situation, needs and feelings, i.e., trying not to give advice, judgments or interpretations.

Maintaining your assertiveness, but avoiding displays of unnecessary emotion (weakness or aggression) and unhelpful behaviours, e.g., irritators (e.g., "I think what I've said is very reasonable"), immediate counter-attacks and talking over the top of people.

Keeping people and problems separate, i.e., recognize that in many cases other people are not just 'being difficult' – real and valid differences can lie behind conflicting positions. By separating the problem from the person, real issues can be debated without damaging working relationships.

Exploring options together, i.e., being open to the idea that a third position may exist and that you can get to this idea in collaboration with others.

Listening first and talking second – to stand any chance of influencing others you must first understand where other people are coming from before feeling you must 'defend' your own position.

Having a good 'opening' in any talk or meeting to grab the attention of the audience, e.g., using asserting statements, facts, anecdotes, quotations or rhetorical questions. Avoid the use of excuses, negative statements, excessive detail and clichés.

Having a structure to what you want to say, e.g., preparing and practising, focusing on the agenda required, sticking to time and following a logical sequence of key points. Avoid making it up, reading from a script, gabbling and going over your allotted time.

Using good content, e.g., clear visual aids, slides to display brief points/prompts and handouts of key information. Avoid excessive use of powerpoint slides.

Maintaining the interest in what you are saying, e.g., speaking clearly, varying the tone of your voice, altering the speed of your delivery (not too slow or fast), smiling and maintaining eye contact with those listening. Avoid repeating yourself too often and watch the signals you give out through your body language, e.g., slouching, looking bored, yawning, etc. responding positively to challenges and objections, e.g., actively listening (e.g., nodding and using "Mmm...", and "Yes" in response to questions), using questions to check your understanding of the objection being made (this sometimes heads off the challenge in itself) and politely signalling when you disagree (e.g., "As things stand..." and "what I would say is..."). Avoid saying, "Ah yes, but..." when challenged.

Finishing any meeting or presentation with an effective 'ending', e.g., voicing a conclusion, asking for a decision and summarizing major points or next steps. Avoid finishing without a conclusion or ending with "I hope I have..."

Self-Motivation Test

Instructions:

For each statement, click the button in the column that most applies. Click the 'Calculate My Total' button to add up your score and check your result using the scoring table underneath.

Statement	Not at all	Rarely	Sometimes	Often	Very Often
1. I'm unsure of my ability to achieve the goals I set for myself.	<input type="radio"/>				
2. When working on my goals, I put in maximum effort and work even harder if I've suffered a setback.	<input type="radio"/>				
3. I regularly set goals and objectives to achieve my vision for my life.	<input type="radio"/>				
4. I think positively about setting goals and making sure my needs are met.	<input type="radio"/>				
5. I use rewards (and consequences) to keep myself focused. For example, if I finish my report on time, I allow myself to take a coffee break.	<input type="radio"/>				
6. I believe that if I work hard and apply my abilities and talents, I will be successful.	<input type="radio"/>				
7. I worry about deadlines and getting things done, which cause stress and anxiety.	<input type="radio"/>				
8. When an unexpected event threatens or jeopardizes my goal, I can tend to walk away, set a different goal, and move in a new direction.	<input type="radio"/>				
9. My biggest reward after completing something is the satisfaction of knowing I've done a good job.	<input type="radio"/>				
10. I tend to do the minimum amount of work necessary to keep my boss and my team satisfied.	<input type="radio"/>				
11. I tend to worry about why I won't reach my goals, and I often focus on why something probably won't work.	<input type="radio"/>				
12. I create a vivid and powerful vision of my future success before embarking on a new goal.	<input type="radio"/>				

Total = 0

Score Interpretation

Score	Comment
44-60	Wonderful! You get things done, and you don't let anything stand in your way. You make a conscious effort to stay self-motivated, and you spend significant time and effort on setting goals and acting to achieve those goals. You attract and inspire others with your success. Treasure this – and be aware that not everyone is as self-motivated as you are!
28-43	You're doing OK on self-motivation. You're certainly not failing – however, you could achieve much more. To achieve what you want, try to increase the motivation factors in all areas of your life. Read the relevant sections below, and work on them to strengthen your self-motivation.
12-27	You allow your personal doubts and fears to keep you from succeeding. You've probably had a few incomplete goals in the past, so you may have convinced yourself that you aren't self-motivated - and then you've made that come true. Break this harmful pattern now, and start believing in yourself again. The tools and tips below will help you get back your motivation.

Great Motivational Strategies

Success and achievement require work, patience and motivation. **Motivation can be viewed by some as a temporary solution to a permanent problem.** What that means is, there is always something to do when it comes to success.

The bottom line is, we all need motivation on some level whether it's for a short time or for an ongoing long time frame. Below are twelve ways that you can become more motivated for your success trail.

Some may be for you. Some may not.

Reading:

Reading can be inspirational as well as motivational. It's a form of learning, research, escape, entertainment and even training. Reading up on your desired goals can be motivational. For example, if you want to get in shape, you may subscribe to a well-known fitness magazine. The articles and pictures alone can be motivation to keep you on the treadmill or bench press.

Listening:

Listening is a lot like reading. But instead of being tied to a book, you can listen to motivational recordings just about anywhere. A great way to further your motivation is to actually take notes of important points that you hear from your recordings.

Affirmation:

Affirmations are good for those of us who need repetition. Have you heard the saying, "Tell someone something long enough and they will eventually believe it." Well an affirmation is that kind of motivational resource. Someone usually finds a saying that really charges them – something they really believe in – and they will write it down and read it daily, sometimes several times daily. This eventually will get in that person's head and they will own it as a fact or part of who they are. The great thing about affirmations are, they can really take good information, motivational and inspiring information, and flood out the negativity that's in your head. Out with the old (bad) and in with the new (good).

Visualization:

Here's a powerful way to stay motivated. If you can see your outcome, a lot of times it will motivate you to see it through to the end. The only downside is it takes a little practice. But it is well worth the effort. Your results will show you how worth it.

Negativity:

Negativity is a harsh motivator. What I mean is, negativity is bad. But if you're the kind of person that likes to take the negativity from people and feed it back to them by your positive results, then you have a great motivational technique by tuning into the comments of others who 'don't think it's possible'. With this technique, you have to be careful that the negativity doesn't rub off on you and you start to believe it.

Achievement:

Here's an easy way to stay motivated. Make a record of all your successes and look back on them. You will know that since you've already achieved _____ (fill in the blank) you can achieve even more.

Lifestyle:

If you desire a certain lifestyle then you can use this as motivation to achieve your goal. Write down your goal. And if you want to exponentially raise the power level of this strategy, combine it with visualization. Get a picture of a house, a vacation resort or a car that represents your goal.

Helping:

A heart for helping others is a great motivation for some. It can be argued that some of the most successful people on the planet are those who help others succeed themselves. If they don't help others succeed, they at least help them answer a question to some problem(s). If you have a heart for helping others, chances are that is a huge motivation for you to keep going and seeing your goals of achievement to the end.

Spiritual:

Spiritual reasons are inspirational as well as motivational. Spiritual motivation is almost a self-sustaining stimulant to get things done. Most of the time, something more than selfish reasons creates a motivation that will last much longer.

Goal-Oriented Plan:

Hard core goals keep you on track and help you follow your plan to the end. Motivation with this method is found within the organization and planning. Start with an outline of perceived progress and work at it as a priority. You may find that things need to be added or reprioritized as you start working through the plan.

Quietness:

This method of motivation will seem 'weird' to some. But try it. When there are absolutely no distractions, no sounds, no screaming kids or nagging spouse, lay down on the floor, bed or couch and just breathe. The trick to this at first is to not fall asleep. Concentrate on your goals. If you don't know how you will achieve your goal, ask that while you're lying in the quietness. Don't be consumed by the question. Just ask it and continue to concentrate. Relax. Aside from this being a nice stress reliever, you'll find that the more you do it, the more ideas and answers you'll receive. By continuing to do this, you'll find motivation within the quietness!

Take one or more of these strategies for motivation and create a powerful motivation station depending on what you are trying to accomplish. You can even use certain strategies for certain events you need to be motivated for.

Test Your Communication Skills

	Most of the time	Often	Sometime	Rarely	Almost never
	1	2	3	4	5
1. I can detect the mood of others by looking at them as we converse.	<input type="radio"/>				
2. I tend to do most of the talking in conversations.	<input type="radio"/>				
3. I am able to resolve problems without losing control of my emotions.	<input type="radio"/>				
4. I find it easy to see things from someone else's point of view.	<input type="radio"/>				
5. When talking to people, I pay attention to their body language (ex. facial expression, hand movement, etc.)	<input type="radio"/>				
6. I find myself struggling to find the right words that will clearly express what I want to say.	<input type="radio"/>				
7. When I am angry, I admit it.	<input type="radio"/>				
8. I can tell when someone doesn't understand what I'm saying.	<input type="radio"/>				
9. I am completely at ease when a conversation shifts to the topic of feelings.	<input type="radio"/>				
10. I manage to express my ideas clearly.	<input type="radio"/>				
11. When I talk to someone, I put myself in his or her shoes.	<input type="radio"/>				
12. I get so caught up in what I have to say that I am unaware of the reactions of my listeners.	<input type="radio"/>				
13. When I know what someone is going to say, I finish the sentence for him or her.	<input type="radio"/>				
14. I tend to misinterpret people's words.	<input type="radio"/>				

	Most of the time	Often	Some- times	Rarely	Almost never
					5
15. I have difficulty putting my thoughts into words.	○	○	○	○	○
16. Emotionally charged situations make me uncomfortable.	○	○	○	○	○
17. People don't get what I am saying.	○	○	○	○	○
18. I fidget (e.g., play with hair, watch, pen) while listening to someone talking.	○	○	○	○	○
19. I find it hard to express my feelings to others.	○	○	○	○	○
20. People tend to misinterpret what I say.	○	○	○	○	○
21. I tend to postpone or avoid discussing touchy topics.	○	○	○	○	○
22. I have to repeat myself often because people don't understand my message the first time around.	○	○	○	○	○
23. If I don't understand someone's explanation the first time around, I feel stupid asking for clarification.	○	○	○	○	○
24. I am able to confront someone who has hurt my feelings.	○	○	○	○	○
25. I tend to clam up when dealing with someone I find intimidating.	○	○	○	○	○

Ten Ways to Improve Your Communication Skills

We all have people with whom we have to work to get things done. Our ability to communicate with clients, customers, subordinates, peers, and superiors can enhance our effectiveness or sabotage us. Many times, our verbal skills make the difference. Here are 10 ways to increase your verbal efficacy at work:

1. **Develop your voice**—A high whinny voice is not perceived to be one of authority. In fact, a high soft voice can make you sound like prey to an aggressive coworker who is out to make his/her career at the expense of anyone else. Being doing exercises to lower the pitch of your voice. Here is one to start: Sing—but do it an octave lower on all your favourite songs. Practice this and, after a period of time, your voice will begin to lower.
2. **Slow down**—People will perceive you as nervous and unsure of yourself if you talk fast. However, be careful not to slow down to the point where people begin to finish your sentences just to help you finish.
3. **Animate your voice**—Avoid a monotone. Use dynamics. Your pitch should raise and lower. Your volume should be soft and loud. Listen to your local TV news anchor; take notes.
4. **Enunciate your words**—Speak clearly. Don't mumble. If people are always saying, "huh," to you, you are mumbling.
5. **Use appropriate volume**—Use a volume that is appropriate for the setting. Speak more softly when you are alone and close. Speak louder when you are speaking to larger groups or across larger spaces.
6. **Pronounce your words correctly**—People will judge your competency through your vocabulary. If you aren't sure how to say a word, don't use it.
7. **Use the right words**—If you're not sure of the meaning of a word, don't use it. Start a program of learning a new word a day. Use it sometime in your conversations during the day.
8. **Make eye contact**—I know a person who is very competent in her job. However, when she speaks to individuals or groups, she does so with her eyes shut. When she opens them periodically, she stares off in a direction away from the listener. She is perceived as incompetent by those with whom she consults. One technique to help with this is to consciously look into one of the listener's eyes and then move to the other. Going back and forth between the two (and I hope they only have two) makes your eyes appear to sparkle. Another trick is to imagine a letter "T" on the listener's face with the cross bar being an imaginary line across the eyebrows and the vertical line coming down the center of the nose. Keep your eyes scanning that "T" zone.
9. **Use gestures**—Make your whole body talk. Use smaller gestures for individuals and small groups. The gestures should get larger as the group that one is addressing increases in size.
10. **Don't send mixed messages**—Make your words, gestures, facial expressions, tone, and message match. Disciplining an employee while smiling sends a mixed message and, therefore, is ineffective. If you have to deliver a negative message, make your words, facial expressions, and tone match the message.

Sociability Test

How sociable you are?

Take the test to measure your sociability levels and find out where there is room for improvement...

Please answer the questions with your most typical response.

1. Do you feel comfortable with people whom you think are more knowledgeable than you?
 - Always, I want to learn from their experiences.
 - Sometimes, depending on whether or not I feel they are approachable.
 - Rarely, they might make me feel intimidated.
2. It's your first day at a new job/school, how do you approach your colleagues/peers?
 - I introduce myself as soon as possible and try to get to know them.
 - I like to learn the ropes first – with get to know them later.
 - I wait until they introduce themselves to me and invite me into their circle.
3. You are invited to a party where you know you will know only the host/hostess—how do you react?
 - Accept the invitation eagerly and look on it as an opportunity to make new friends.
 - Go to the party but tend not to mingle easily with people I don't know well.
 - Refuse—I wouldn't go to a party where I hardly know anyone.
4. You are shopping for a new outfit and the assistant asks if you're going somewhere special. How do you react?
 - Tell them your plans and ask advice on the most suitable outfit to wear.
 - Tend not to get involved in personal conversation with people I don't know.
 - Make a hasty retreat without purchasing anything.
5. You have just finished shopping and are about to go to the car park when you notice an elderly neighbour whom you've never spoken to before, carrying heavy shopping bags and heading toward the bus station, would you?
 - Ask her if she would like a lift.
 - Only acknowledge her if she noticed you.
 - Pretend you haven't seen her and carry on to your car.
6. You have missed dinner, are extremely hungry and are at your friend's house. Their mum is cooking dinner and it smells...
 - Ask if you can have...

- Wait to be invited and then accept.
- I wouldn't impose – I'll go home now or get something to eat on the way.

7. You are discussing a subject that you think you know quite well, with a group of friends. One of them challenges your views. What do you do?

- Tell them you know what you're talking about and give examples, elaborating in detail about your subject.
- Listen to their views and reason your case if you still can't agree.
- Say nothing, accept that they might know more than you, or agree to disagree.

8. When visiting a doctor about symptoms you're not familiar with, do you?

- Write down possible questions to ask and note your GPs responses.
- Ask a few questions but don't push too much, after all your GP knows what they're doing better than you could.
- Accept your GPs explanations if they're offered, without asking for clarification about anything you weren't sure of.

9. You are holding a private party when a couple of gate-crashers turn up. Do you?

- Invite them to join in, after all, the more the merrier and as long as they don't make any trouble it's no problem.
- Try to find out if any other guest knows them, allow them to stay but keep a close eye on them.
- Tell them to leave; after all, they weren't invited.

10. It's a colleague's leaving day and someone unexpectedly organizes going to for a drink after work but you already have plans, do you?

- Accept the invite; you can still keep your plans for later.
- Phone home to say you'll be late and perhaps allow yourself to be persuaded not to go out with your colleagues.
- Refuse politely; you've seen enough of your colleagues at work.

Interpretation of Your Responses

People with high sociability go for first choices, people with moderate for second and people with low sociability for third option.

Here are 6 great tips you can use today:

1. Awareness of your own interaction with other people is the first step in improving your social skills.

Learn to identify which types of situations make you uncomfortable and then modify your behaviour to achieve positive results is a critical step in improving your social skills.

You can learn to become aware of behaviours in other people that prompt you to respond in negative ways and modify your own behaviour to turn the situation into a positive experience.

2. You must accept responsibility for your own behaviour and do not fear apologizing for errors in judgment or insensitive actions.

Asking others for honest feedback about the way you interact with others can be very helpful. Accept the negative feedback along with the positive and make changes accordingly.

3. Your non-verbal communication is equally as important as the things that you say. Positive body language is extremely important in your interactions with other people.

If your words and your actions do not match, you will have a difficult time succeeding in social situations.

4. In order to learn how to improve your social skills, you must become a great listener. You must fight the urge to respond immediately and really listen to what the other person is trying to communicate.

Offering suggestions or criticism before you are certain of the other person's intent can only lead to frustration for both parties.

5. Improving your social skills is a process and cannot be accomplished overnight. Trying to improve or change too many things at once will be counter-productive.

You will become discouraged and overwhelmed if you attempt to change your entire personality all at once. Choose one or two traits at a time and work on those over a period of time. Learn to take advantage of your personal strengths and make a positive impact on others.

6. Maximize your positive personality traits and use them in your interactions with others. Good communication and great listening skills are the most important tools you can use in improving your social skills.

You can learn how to improve your social skills by developing excellent listening skills, learning to resolve problems and conflicts, understanding body language, and accepting responsibility for your own negative behaviour.

Determination and self-awareness will make your desire to improve your social skills a reality.

Tips to Socialize Skills

Think this applies to tips on improving your social skills. Society may have changed but people are people. So what worked a couple of hundred or thousand years ago can still be useful today. Here are eight tips on social skills that have been told over and over. Maybe you'll find them helpful.

1. Listen.

"Nature gave us one tongue and two ears so we could hear twice as much as we speak."

Epictetus:

"The less you speak, the more you will hear."

Alexander Solzhenitsyn:

"I like to listen. I have learned a great deal from listening carefully. Most people never listen."

Earnest Hemingway:

This is probably one of the most under appreciated social skills. People are often centred on themselves. Nothing surprising really, but it doesn't mean that they are selfish jerks either. But because of this a lot of people are just used to talking about themselves or waiting for the other person to finish so they can start talking again. I know I have done this many times and still do from time to time.

How do you get past it?

One useful way that I have found is to just forget about yourself. Focus your attention outward instead of inward in a conversation. Place the mental focus on the person you are talking and listening to instead of yourself. Placing the focus outside of yourself makes you less self-centred and your need to hog the spotlight decreases.

If you start to actually listen to what people are saying it also becomes easier to find potential paths in the conversation. By asking open-ended questions—the ones that will give you more than a yes or no answer—you can explore these paths and have better and more fun conversations.

And this ties into the next tip...

2. Actually be interested in the other person.

"You can make more friends in two months by becoming really interested in other people than you can in two years by trying to get other people interested in you. Which is just another way of saying that the way to make a friend is to be one."

Dale Carnegie:

"The greatest compliment that was ever paid me was when someone asked me what I thought, and attended to my answer."

Henry David Thoreau:

If you become more interested in people then you'll naturally become a better listener since you are actually interested in what's on their minds.

And it becomes easier find out what someone is really passionate about and to dispel negative assumptions that can mess up the communication.

If you listen to what someone has to say then you may find that s/he for instance isn't as boring or different from you as you may have guessed when you were first introduced. And as Carnegie says, it's a lot easier to create and improve relationships if you focus on the other person than on yourself. Why is that?

Well, for one, people often don't listen that much. So you'll be a pleasant exception among the others that are waiting for their turn to talk again.

But the big reason is simply that you make them feel good because of your attention, validation of them and their interest and the connection that is made.

3. Don't listen too much to criticism.

"If evil be said of thee, and if it be true, correct thyself; if it be a lie, laugh at it."

Epictetus:

"When we judge or criticize another person, it says nothing about that person; it merely says something about our own need to be critical."

Unknown:

Well, Epictetus got this one down. Listen to criticism. If you feel that there is some relevance to it explore how you can change yourself. But also recognize that lot of the time criticism is mostly about the other person.

Maybe s/he has had a bad day. Maybe a pet or child is sick. Maybe s/he is jealous of you or angry at someone else. Since people often are centred on themselves it's easy to make a mistake here. Someone may criticize you but is actually focused on something in their own life. And you are probably also focused on yourself. And therefore you draw the conclusion that the criticism must have something to do with you.

But the world doesn't revolve around you. This is bad if you want more attention and validation from others.

On the other hand, it can be liberating since people don't seem to care that much about what you do. The big problem of not daring to do something because you're afraid of what people may say becomes a smaller obstacle.

4. Don't babble on and on.

"The less people speak of their greatness, the more we think of it."

Sir Francis Bacon:

"The more you say, the less people remember."

François Furetton:

This one's connected to listening. If you talk and talk there will be little time, energy or focus for listening. But if you start to focus outward then your mind will become more focused and you'll spend less time babbling for too long about something. If you want more reasons to stop babbling and start simplifying check out 5 Reasons to Simplify What You Say, and How to Do It.

5. Treat others as you would like them to treat you.

"The people with whom you work reflect your own attitude. If you are suspicious, unfriendly and condescending, you will find these unlovely traits echoed all about you. But if you are on your best behaviour, you will bring out the best in the persons with

Test Your Influencing Ability

The following questionnaire should be filled out according to how you feel at the present. Respond with a "True" or a "False" depending on which choice most accurately describes you.

1. I am easily awakened by noise.
2. When it's time to make a major decision, I usually make that decision.
3. When it's time to make a major decision about moving, I usually make that decision.
4. My daily life is full of things that are interesting.
5. I enjoy detective or mystery stories.
6. I work under a great deal of tension.
7. When it's time to discipline the children, I make that decision.
8. No one seems to understand me.
9. When it's time to decide about social events with friends or family, I usually make that decision.
10. I like to be bossy.
11. At times I feel like swearing.
12. I like to get in the last word.
13. I find it hard to keep my mind on a task.
14. At times I feel like smashing things.
15. I like to know the details about other people's phone conversations.
16. I do not always tell the truth.
17. I like to have rules and structure for handling most or all situations.
18. I like to monitor other people to make sure things are going the way they should be.
19. I like to make sure everything goes according to plan.
20. I am a good mixer.
21. I like to lead conversations or group discussions.
22. I am liked by most people.
23. I get angry sometimes.
24. I may be inclined to interrupt people if they are not responding in the way they should be.
25. I think most people would lie to get ahead.
26. I am lacking in self-confidence.
27. I am an important person.
28. I have a tendency to manipulate, maneuver, or control other people.
29. I am a good leader but not particularly a good follower.
30. I like to give directions about driving or other activities.

31. I am happy most of the time.
32. I am a person who, if I am going out for an evening, likes to decide where to eat, what movie to attend, etc.
33. My hardest battles are with myself.
34. I seem to be about as capable and smart as most others around me.
35. I tend to over-structure spontaneous time such as vacation, etc. and turn them into controlled events.
36. I feel useless at times.
37. I have ideas about controlling other things with the children and other people such as how much food they should have on their plate, etc.
38. I am seen by relatives as being a dominant member of our extended family.
39. I am the one who usually decides which television channel to watch.
40. I am the one who usually controls the thermostat in the house.
41. Criticism or scolding hurts me terribly.
42. I would rather win than lose in a game.
43. I do not tire quickly.

SCORING

The Way of Life Scale uses a technique that, while common in test construction, is one we have not seen in the other tests in this book—it uses a number of “distractor items” to disguise the purpose of the test. So, while 43 items appear on the scale, only 21 of the items are actually relevant to the purpose of the test. To find your score, count the number of “True” responses to items 2, 3, 7, 9, 10, 12, 15, 17, 18, 19, 21, 24, 28, 29, 30, 32, 35, 37, 38, 39 and 40.

Improve Your Persuasion Skills

Having exceptional persuasion skills is one of the most essential abilities to possess in today's fast-paced society. We need the support and cooperation of other people to help us in our goal-setting efforts. The saying "No man is an island" is an undeniable truth.

Here are some hot tips to effectively influence and persuade anyone you desire.

1) Be nice and friendly:

Smile to brighten up the day. Make a sincere compliment to encourage and raise their spirits. Simple little things like these count a lot.

Make them feel that whenever they need support or just someone who can give them guidance, you'll always be there to lend a hand. They would tend to be more receptive to people that they trust and respect.

If you want to ask your boss a favor, do everything you can to please him. Over-deliver and exceed his expectations. Soon, he will notice your efforts and can easily be receptive to your persuasion efforts.

2) Enter their world:

You must understand the situation according to their point of view. Set aside your personal interests and focus on them.

Just pretend that if you are them, what would you do? What would be your suggestion? Then take the appropriate action that would be beneficial to them.

Copy them. Observe how they act, how they speak, and how they think. If they rub their hands while they talk to you, act like them. If they speak at a clear and slow pace, try to do the same thing. This is called mirroring.

In due time, the people you're mirroring will subconsciously feel more comfortable with you. It's as if they see themselves in you.

However, you must proceed with caution. Mirroring is different from mimicry. Do not let them be aware that you are copying them. They might interpret it as mockery and you'll just get into hot water.

3) Consistency is the key:

This persuasion technique rests on a person's need to remain consistent with what he has said or promised. People who say one thing and then do another are generally unapproved of.

In order to be accepted in society, people do their best to stick to their words. It's a matter of honour and integrity. The more a person values these concepts, the more he will stick to his word. You can easily use this to your advantage.

For example, if Senator A has recently announced his commitment to the environment, it would be a good time to solicit help for your eco-friendly organization. After all, he has just said it himself. Backing out now would diminish his name.

4) Provide them with undeniable proof or evidence:

Explain to them how your ideas or opinions could be the most effective methods to implement. Show them undeniable proof that you have the best product by way of

testimonials, before and after scenarios, and detailed comparisons against your competitors.

Just make sure that all your claims are true and verifiable. Always maintain a good reputation.

5) Greed is gold:

Let's face it. People can be greedy sometimes. But when it comes to persuasion skills, greed is not something to frown upon; it's something you use to get people right where you want them!

Are you selling lottery tickets? Appeal to people by regaling to them tales of what could be. Are you selling jewellery? Get people to buy them by way of compliments. Tell them how great the stones look on them and how they'll be the envy of everyone else.

6) Use the word "because":

How often do we use the word "because" in a real sentence? In my opinion, we don't use it often enough. Sure, we use it when writing letters, but do you have any idea how powerful this word is when used verbally in actual sentence?

When you're trying to reason out the need for a second chance to your boss, for example, you don't say "I deserve a second chance for all my hard work." Instead, you say, "I deserve a second chance because I worked really hard on this project."

That word alone gives you an air of maturity and credibility that will always work to your advantage.

7) Satisfy their existing needs and wants:

Being self-centered is basic human nature. People usually attend to their own concerns and well-being before attending to others. If you can prove that your proposal will provide more advantages to them than to your own, then they will probably accept it.

If you could concentrate more on their interests, desires, needs, and expectations, then you would satisfy their cravings for attention. Moreover, it would show that you really care about them. Mutual trust and respect would be established.

This is the most important thing to remember when persuading anyone. No matter how close you are to becoming like them or how compelling your evidence is, if it does not satisfy the "What's In It For Me?" test, your persuasion endeavors will not produce satisfactory results. Always bear in mind how they will benefit from your actions.

Good influencers are likely to display a variety of personal characteristics, which can help to positively influence other peoples' perceptions, e.g.,

- Energy and enthusiasm.
- A calm, even tempered, disposition.
- An ability to be flexible and adaptable to different people and situations.
- Strong listening and observation skills.
- An ability to act impartially or with neutrality.
- Self-confidence and gravitas.
- Demonstrable empathy and perception.

However, the key abilities for anyone seeking to influence others are the requirements for good judgement and effective communication.

Other approaches that can help you to be more influential in difficult group situations include:

Setting a positive tone and modelling the 'norms' for group interaction.

Being yourself, without defensiveness or hidden agendas, and sharing your experiences and feelings to establish empathy.

Describing what you see rather than being judgmental, e.g., "on the basis of what you've said, you don't look to be supportive..."

Being empathetic – showing you understand people's situation, needs and feelings, i.e., trying not to give advice, judgments or interpretations.

Maintaining your assertiveness, but avoiding displays of unnecessary emotion (weakness or aggression) and unhelpful behaviours, e.g., irritators (e.g., "I think what I've said is very reasonable"), immediate counter-attacks and talking over the top of people.

Keeping people and problems separate, i.e., recognize that in many cases other people are not just 'being difficult' – real and valid differences can lie behind conflicting positions. By separating the problem from the person, real issues can be debated without damaging working relationships.

Exploring options together, i.e., being open to the idea that a third position may exist and that you can get to this idea in collaboration with others.

Listening first and talking second – to stand any chance of influencing others you must first understand where other people are coming from before feeling you must 'defend' your own position.

Having a good 'opening' in any talk or meeting to grab the attention of the audience, e.g., using asserting statements, facts, anecdotes, quotations or rhetorical questions. Avoid the use of excuses, negative statements, excessive detail and clichés.

Having a structure to what you want to say, e.g., preparing and practising, focusing on the agenda required, sticking to time and following a logical sequence of key points. Avoid making it up, reading from a script, gabbling and going over your allotted time.

Using good content, e.g., clear visual aids, slides to display brief points/prompts and handouts of key information. Avoid excessive use of powerpoint slides.

Maintaining the interest in what you are saying, e.g., speaking clearly, varying the tone of your voice, altering the speed of your delivery (not too slow or fast), smiling and maintaining eye contact with those listening. Avoid repeating yourself too often and watch the signals you give out through your body language, e.g., slouching, looking bored, yawning, etc. responding positively to challenges and objections, e.g., actively listening (e.g., nodding and using "Mmm...", and "Yes" in response to questions), using questions to check your understanding of the objection being made (this sometimes heads off the challenge in itself) and politely signalling when you disagree (e.g., "As things stand..." and "what I would say is..."). Avoid saying, "Ah yes, but..." when challenged.

Finishing any meeting or presentation with an effective 'ending', e.g., voicing a conclusion, asking for a decision and summarizing major points or next steps. Avoid finishing without a conclusion or ending with "I hope I have..."

Self-Motivation Test

Instructions:

For each statement, click the button in the column that most applies. Click the 'Calculate My Total' button to add up your score and check your result using the scoring table underneath.

Statement	Not at all	Rarely	Sometimes	Often	Very Often
1. I'm unsure of my ability to achieve the goals I set for myself.	<input type="radio"/>				
2. When working on my goals, I put in maximum effort and work even harder if I've suffered a setback.	<input type="radio"/>				
3. I regularly set goals and objectives to achieve my vision for my life.	<input type="radio"/>				
4. I think positively about setting goals and making sure my needs are met.	<input type="radio"/>				
5. I use rewards (and consequences) to keep myself focused. For example, if I finish my report on time, I allow myself to take a coffee break.	<input type="radio"/>				
6. I believe that if I work hard and apply my abilities and talents, I will be successful.	<input type="radio"/>				
7. I worry about deadlines and getting things done, which cause stress and anxiety.	<input type="radio"/>				
8. When an unexpected event threatens or jeopardizes my goal, I can tend to walk away, set a different goal, and move in a new direction.	<input type="radio"/>				
9. My biggest reward after completing something is the satisfaction of knowing I've done a good job.	<input type="radio"/>				
10. I tend to do the minimum amount of work necessary to keep my boss and my team satisfied.	<input type="radio"/>				
11. I tend to worry about why I won't reach my goals, and I often focus on why something probably won't work.	<input type="radio"/>				
12. I create a vivid and powerful vision of my future success before embarking on a new goal.	<input type="radio"/>				

Total = 0

Score Interpretation

Score	Comment
44-60	Wonderful! You get things done, and you don't let anything stand in your way. You make a conscious effort to stay self-motivated, and you spend significant time and effort on setting goals and acting to achieve those goals. You attract and inspire others with your success. Treasure this – and be aware that not everyone is as self-motivated as you are!
28-43	You're doing OK on self-motivation. You're certainly not failing – however, you could achieve much more. To achieve what you want, try to increase the motivation factors in all areas of your life. Read the relevant sections below, and work on them to strengthen your self-motivation.
12-27	You allow your personal doubts and fears to keep you from succeeding. You've probably had a few incomplete goals in the past, so you may have convinced yourself that you aren't self-motivated - and then you've made that come true. Break this harmful pattern now, and start believing in yourself again. The tools and tips below will help you get back your motivation.

Great Motivational Strategies

Success and achievement require work, patience and motivation. **Motivation can be viewed by some as a temporary solution to a permanent problem.** What that means is, there is always something to do when it comes to success.

The bottom line is, we all need motivation on some level whether it's for a short time or for an ongoing long time frame. Below are twelve ways that you can become more motivated for your success trail.

Some may be for you. Some may not.

Reading:

Reading can be inspirational as well as motivational. It's a form of learning, research, escape, entertainment and even training. Reading up on your desired goals can be motivational. For example, if you want to get in shape, you may subscribe to a well-known fitness magazine. The articles and pictures alone can be motivation to keep you on the treadmill or bench press.

Listening:

Listening is a lot like reading. But instead of being tied to a book, you can listen to motivational recordings just about anywhere. A great way to further your motivation is to actually take notes of important points that you hear from your recordings.

Affirmation:

Affirmations are good for those of us who need repetition. Have you heard the saying, "Tell someone something long enough and they will eventually believe it." Well an affirmation is that kind of motivational resource. Someone usually finds a saying that really charges them – something they really believe in – and they will write it down and read it daily, sometimes several times daily. This eventually will get in that person's head and they will own it as a fact or part of who they are. The great thing about affirmations are, they can really take good information, motivational and inspiring information, and flood out the negativity that's in your head. Out with the old (bad) and in with the new (good).

Visualization: Here's a powerful way to stay motivated. If you can see your outcome, a lot of times it will motivate you to see it through to the end. The only downside is it takes a little practice. But it is well worth the effort. Your results will show you how worth it.

Negativity: Negativity is a harsh motivator. What I mean is, negativity is bad. But if you're the kind of person that likes to take the negativity from people and feed it back to them by your positive results, then you have a great motivational technique by tuning into the comments of others who 'don't think it's possible'. With this technique, you have to be careful that the negativity doesn't rub off on you and you start to believe it.

Achievement:

Here's an easy way to stay motivated. Make a record of all your successes and look back on them. You will know that since you've already achieved _____ (fill in the blank) you can achieve even more.

Lifestyle:

If you desire a certain lifestyle then you can use this as motivation to achieve your goal. Write down your goal. And if you want to exponentially raise the power level of this strategy, combine it with visualization. Get a picture of a house, a vacation resort or a car that represents your goal.

Helping:

A heart for helping others is a great motivation for some. It can be argued that some of the most successful people on the planet are those who help others succeed themselves. If they don't help others succeed, they at least help them answer a question to some problem(s). If you have a heart for helping others, chances are that is a huge motivation for you to keep going and seeing your goals of achievement to the end.

Spiritual:

Spiritual reasons are inspirational as well as motivational. Spiritual motivation is almost a self-sustaining stimulant to get things done. Most of the time, something more than selfish reasons creates a motivation that will last much longer.

Goal-Oriented Plan:

Hard core goals keep you on track and help you follow your plan to the end. Motivation with this method is found within the organization and planning. Start with an outline of perceived progress and work at it as a priority. You may find that things need to be added or reprioritized as you start working through the plan.

Quietness: This method of motivation will seem 'weird' to some. But try it. When there are absolutely no distractions, no sounds, no screaming kids or nagging spouse, lay down on the floor, bed or couch and just breathe. The trick to this at first is to not fall asleep. Concentrate on your goals. If you don't know how you will achieve your goal, ask that while you're lying in the quietness. Don't be consumed by the question. Just ask it and continue to concentrate. Relax. Aside from this being a nice stress reliever, you'll find that the more you do it, the more ideas and answers you'll receive. By continuing to do this, you'll find motivation within the quietness!

Take one or more of these strategies for motivation and create a powerful motivation station depending on what you are trying to accomplish. You can even use certain strategies for certain events you need to be motivated for.

Test Your Communication Skills

	Most of the time	Often	Sometime	Rarely	Almost never
	1	2	3	4	5
1. I can detect the mood of others by looking at them as we converse.	<input type="radio"/>				
2. I tend to do most of the talking in conversations.	<input type="radio"/>				
3. I am able to resolve problems without losing control of my emotions.	<input type="radio"/>				
4. I find it easy to see things from someone else's point of view.	<input type="radio"/>				
5. When talking to people, I pay attention to their body language (ex. facial expression, hand movement, etc.)	<input type="radio"/>				
6. I find myself struggling to find the right words that will clearly express what I want to say.	<input type="radio"/>				
7. When I am angry, I admit it.	<input type="radio"/>				
8. I can tell when someone doesn't understand what I'm saying.	<input type="radio"/>				
9. I am completely at ease when a conversation shifts to the topic of feelings.	<input type="radio"/>				
10. I manage to express my ideas clearly.	<input type="radio"/>				
11. When I talk to someone, I put myself in his or her shoes.	<input type="radio"/>				
12. I get so caught up in what I have to say that I am unaware of the reactions of my listeners.	<input type="radio"/>				
13. When I know what someone is going to say, I finish the sentence for him or her.	<input type="radio"/>				
14. I tend to misinterpret people's words.	<input type="radio"/>				

	Most of the time	Often	Sometime	Rarely	Almost never
	1	2	3	4	5
15. I have difficulty putting my thoughts into words.	○	○	○	○	○
16. Emotionally charged situations make me uncomfortable.	○	○	○	○	○
17. People don't get what I am saying.	○	○	○	○	○
18. I fidget (e.g., play with hair, watch, pen) while listening to someone talking.	○	○	○	○	○
19. I find it hard to express my feelings to others.	○	○	○	○	○
20. People tend to misinterpret what I say.	○	○	○	○	○
21. I tend to postpone or avoid discussing touchy topics.	○	○	○	○	○
22. I have to repeat myself often because people don't understand my message the first time around.	○	○	○	○	○
23. If I don't understand someone's explanation the first time around, I feel stupid asking for clarification.	○	○	○	○	○
24. I am able to confront someone who has hurt my feelings.	○	○	○	○	○
25. I tend to clam up when dealing with someone I find intimidating.	○	○	○	○	○

Ten Ways to Improve Your Communication Skills

We all have people with whom we have to work to get things done. Our ability to communicate with clients, customers, subordinates, peers, and superiors can enhance our effectiveness or sabotage us. Many times, our verbal skills make the difference. Here are 10 ways to increase your verbal efficacy at work:

1. **Develop your voice**—A high whinny voice is not perceived to be one of authority. In fact, a high soft voice can make you sound like prey to an aggressive coworker who is out to make his/her career at the expense of anyone else. Being doing exercises to lower the pitch of your voice. Here is one to start: Sing—but do it an octave lower on all your favourite songs. Practice this and, after a period of time, your voice will begin to lower.
2. **Slow down**—People will perceive you as nervous and unsure of yourself if you talk fast. However, be careful not to slow down to the point where people begin to finish your sentences just to help you finish.
3. **Animate your voice**—Avoid a monotone. Use dynamics. Your pitch should raise and lower. Your volume should be soft and loud. Listen to your local TV news anchor; take notes.
4. **Enunciate your words**—Speak clearly. Don't mumble. If people are always saying, "huh," to you, you are mumbling.
5. **Use appropriate volume**—Use a volume that is appropriate for the setting. Speak more softly when you are alone and close. Speak louder when you are speaking to larger groups or across larger spaces.
6. **Pronounce your words correctly**—People will judge your competency through your vocabulary. If you aren't sure how to say a word, don't use it.
7. **Use the right words**—If you're not sure of the meaning of a word, don't use it. Start a program of learning a new word a day. Use it sometime in your conversations during the day.
8. **Make eye contact**—I know a person who is very competent in her job. However, when she speaks to individuals or groups, she does so with her eyes shut. When she opens them periodically, she stares off in a direction away from the listener. She is perceived as incompetent by those with whom she consults. One technique to help with this is to consciously look into one of the listener's eyes and then move to the other. Going back and forth between the two (and I hope they only have two) makes your eyes appear to sparkle. Another trick is to imagine a letter "T" on the listener's face with the cross bar being an imaginary line across the eyebrows and the vertical line coming down the center of the nose. Keep your eyes scanning that "T" zone.
9. **Use gestures**—Make your whole body talk. Use smaller gestures for individuals and small groups. The gestures should get larger as the group that one is addressing increases in size.
10. **Don't send mixed messages**—Make your words, gestures, facial expressions, tone, and message match. Disciplining an employee while smiling sends a mixed message and, therefore, is ineffective. If you have to deliver a negative message, make your words, facial expressions, and tone match the message.

Sociability Test

How sociable you are?

Take the test to measure your sociability levels and find out where there is room for improvement...

Please answer the questions with your most typical response.

1. Do you feel comfortable with people whom you think are more knowledgeable than you?
 - Always, I want to learn from their experiences.
 - Sometimes, depending on whether or not I feel they are approachable.
 - Rarely, they might make me feel intimidated.
2. It's your first day at a new job/school, how do you approach your colleagues/peers?
 - I introduce myself as soon as possible and try to get to know them.
 - I like to learn the ropes first – with get to know them later.
 - I wait until they introduce themselves to me and invite me into their circle.
3. You are invited to a party where you know you will know only the host/hostess—how do you react?
 - Accept the invitation eagerly and look on it as an opportunity to make new friends.
 - Go to the party but tend not to mingle easily with people I don't know well.
 - Refuse—I wouldn't go to a party where I hardly know anyone.
4. You are shopping for a new outfit and the assistant asks if you're going somewhere special. How do you react?
 - Tell them your plans and ask advice on the most suitable outfit to wear.
 - Tend not to get involved in personal conversation with people I don't know.
 - Make a hasty retreat without purchasing anything.
5. You have just finished shopping and are about to go to the car park when you notice an elderly neighbour whom you've never spoken to before, carrying heavy shopping bags and heading toward the bus station, would you?
 - Ask her if she would like a lift.
 - Only acknowledge her if she noticed you.
 - Pretend you haven't seen her and carry on to your car.
6. You have missed dinner, are extremely hungry and are at your friend's house. Their mum is cooking dinner and it smells appetizing – do you?
 - Ask if you can have something to eat.

- Wait to be invited and then accept.
- I wouldn't impose – I'll go home now or get something to eat on the way.

7. You are discussing a subject that you think you know quite well, with a group of friends. One of them challenges your views. What do you do?

- Tell them you know what you're talking about and give examples, elaborating in detail about your subject.
- Listen to their views and reason your case if you still can't agree.
- Say nothing, accept that they might know more than you, or agree to disagree.

8. When visiting a doctor about symptoms you're not familiar with, do you?

- Write down possible questions to ask and note your GPs responses.
- Ask a few questions but don't push too much, after all your GP knows what they're doing better than you could.
- Accept your GPs explanations if they're offered, without asking for clarification about anything you weren't sure of.

9. You are holding a private party when a couple of gate-crashers turn up. Do you?

- Invite them to join in, after all, the more the merrier and as long as they don't make any trouble it's no problem.
- Try to find out if any other guest knows them, allow them to stay but keep a close eye on them.
- Tell them to leave; after all, they weren't invited.

10. It's a colleague's leaving day and someone unexpectedly organizes going to for a drink after work but you already have plans, do you?

- Accept the invite; you can still keep your plans for later.
- Phone home to say you'll be late and perhaps allow yourself to be persuaded not to go out with your colleagues.
- Refuse politely; you've seen enough of your colleagues at work.

Interpretation of Your Responses

People with high sociability go for first choices, people with moderate for second and people with low sociability for third option.

Here are 6 great tips you can use today:

1. Awareness of your own interaction with other people is the first step in improving your social skills.

Learn to identify which types of situations make you uncomfortable and then modify your behaviour to achieve positive results is a critical step in improving your social skills.

You can learn to become aware of behaviours in other people that prompt you to respond in negative ways and modify your own behaviour to turn the situation into a positive experience.

2. You must accept responsibility for your own behaviour and do not fear apologizing for errors in judgment or insensitive actions.

Asking others for honest feedback about the way you interact with others can be very helpful. Accept the negative feedback along with the positive and make changes accordingly.

3. Your non-verbal communication is equally as important as the things that you say. Positive body language is extremely important in your interactions with other people.

If your words and your actions do not match, you will have a difficult time succeeding in social situations.

4. In order to learn how to improve your social skills, you must become a great listener. You must fight the urge to respond immediately and really listen to what the other person is trying to communicate.

Offering suggestions or criticism before you are certain of the other person's intent can only lead to frustration for both parties.

5. Improving your social skills is a process and cannot be accomplished overnight. Trying to improve or change too many things at once will be counter-productive.

You will become discouraged and overwhelmed if you attempt to change your entire personality all at once. Choose one or two traits at a time and work on those over a period of time. Learn to take advantage of your personal strengths and make a positive impact on others.

6. Maximize your positive personality traits and use them in your interactions with others. Good communication and great listening skills are the most important tools you can use in improving your social skills.

You can learn how to improve your social skills by developing excellent listening skills, learning to resolve problems and conflicts, understanding body language, and accepting responsibility for your own negative behaviour.

Determination and self-awareness will make your desire to improve your social skills a reality.

Tips to Socialize Skills

Think this applies to tips on improving your social skills. Society may have changed but people are people. So what worked a couple of hundred or thousand years ago can still be useful today. Here are eight tips on social skills that have been told over and over. Maybe you'll find them helpful.

1. Listen.

"Nature gave us one tongue and two ears so we could hear twice as much as we speak."

Epictetus:

"The less you speak, the more you will hear."

Alexander Solzhenitsyn:

"I like to listen. I have learned a great deal from listening carefully. Most people never listen."

Ernest Hemingway:

This is probably one of the most under appreciated social skills. People are often centred on themselves. Nothing surprising really, but it doesn't mean that they are selfish jerks either. But because of this a lot of people are just used to talking about themselves or waiting for the other person to finish so they can start talking again. I know I have done this many times and still do from time to time.

How do you get past it?

One useful way that I have found is to just forget about yourself. Focus your attention outward instead of inward in a conversation. Place the mental focus on the person you are talking and listening to instead of yourself. Placing the focus outside of yourself makes you less self-centred and your need to hog the spotlight decreases.

If you start to actually listen to what people are saying it also becomes easier to find potential paths in the conversation. By asking open-ended questions—the ones that will give you more than a yes or no answer—you can explore these paths and have better and more fun conversations.

And this ties into the next tip...

2. Actually be interested in the other person.

"You can make more friends in two months by becoming really interested in other people than you can in two years by trying to get other people interested in you. Which is just another way of saying that the way to make a friend is to be one."

Dale Carnegie:

"The greatest compliment that was ever paid me was when someone asked me what I thought, and attended to my answer."

Henry David Thoreau:

If you become more interested in people then you'll naturally become a better listener since you are actually interested in what's on their minds.

And it becomes easier to find out what someone is really passionate about and to dispel negative assumptions that can mess up the communication.

If you listen to what someone has to say then you may find that s/he for instance isn't as boring or different from you as you may have guessed when you were first introduced. And as Carnegie says, it's a lot easier to create and improve relationships if you focus on the other person than on yourself. Why is that?

Well, for one, people often don't listen that much. So you'll be a pleasant exception among the others that are waiting for their turn to talk again.

But the big reason is simply that you make them feel good because of your attention, validation of them and their interest and the connection that is made.

3. Don't listen too much to criticism.

"If evil be said of thee, and if it be true, correct thyself; if it be a lie, laugh at it."

Epictetus:

"When we judge or criticize another person, it says nothing about that person; it merely says something about our own need to be critical."

Unknown:

Well, Epictetus got this one down. Listen to criticism. If you feel that there is some relevance to it explore how you can change yourself. But also recognize that lot of the time criticism is mostly about the other person.

Maybe s/he has had a bad day. Maybe a pet or child is sick. Maybe s/he is jealous of you or angry at someone else. Since people often are centred on themselves it's easy to make a mistake here. Someone may criticize you but is actually focused on something in their own life. And you are probably also focused on yourself. And therefore you draw the conclusion that the criticism must have something to do with you.

But the world doesn't revolve around you. This is bad if you want more attention and validation from others.

On the other hand, it can be liberating since people don't seem to care that much about what you do. The big problem of not daring to do something because you're afraid of what people may say becomes a smaller obstacle.

4. Don't babble on and on.

"The less people speak of their greatness, the more we think of it."

Sir Francis Bacon:

"The more you say, the less people remember."

François Furetton:

This one's connected to listening. If you talk and talk there will be little time, energy or focus for listening. But if you start to focus outward then your mind will become more focused and you'll spend less time babbling for too long about something. If you want more reasons to stop babbling and start simplifying check out 5 Reasons to Simplify What You Say, and How to Do It.

5. Treat others as you would like them to treat you.

"The people with whom you work reflect your own attitude. If you are suspicious, unfriendly and condescending, you will find these unlovely traits echoed all about you. But if you are on your best behaviour, you will bring out the best in the persons with

whom you are going to spend most of your working hours."

Beatrice Vincent:

"It's so easy to laugh, it's so easy to hate. It takes guts to be gentle and kind."

Morrissey:

The Law of Reciprocity is strong in humans. As you treat someone else s/he will feel like treating you. Maybe not today or tomorrow. But over time these things have a way of evening out.

One of the most important things in relationships and conversations is your attitude. It determines a lot about your interactions and how you treat other people.

The attitude you have, the lens you hold up and view the world through determines what you see. And the thoughts you keep in your mind control how you feel. Your thoughts and feelings direct how you say something and what your hands, eyes, posture, etc. say through body language.

So even if you say nice words you may create a different feeling in the person you are talking to because your thoughts, feelings, voice tonality and body language aren't aligned with your words. And words are only 7 percent of communication. So the attitude behind your words is absolutely crucial.

6. Keep a positive attitude.

"I am convinced that attitude is the key to success or failure in almost any of life's endeavours. Your attitude—your perspective, your outlook, how you feel about yourself, how you feel about other people—determines your priorities, your actions, your values. Your attitude determines how you interact with other people and how you interact with yourself."

Carolyn Warner:

"Two men look out the same prison bars; one sees mud and the other stars."

Frederick Langbridge:

"Constant kindness can accomplish much. As the sun makes ice melt, kindness causes misunderstanding, mistrust and hostility to evaporate."

Albert Schweitzer:

If your attitude is so important then what can you do about it? One good tip, that has worked for very long, is simply to keep a positive attitude. And by that I don't mean that you should just react in a positive way to events in your life that may be seen by society as positive. For instance, getting a raise in salary, an A on an exam or winning a competition.

But before I continue with that train of thought I'd just like to say something about negativity. I wouldn't say that it is all bad. I wouldn't say that people want to get away from negative people all of the time. Sometimes, you can find camaraderie in complaining about your boss, job, salary and the government. But overall and long-term, going positive is the more useful and fulfilling approach.

Now, what is meant with adopting a positive attitude is choosing to stay positive regardless of your external circumstances. You may not be able to do this all the time, but being positive is habit just like eating well or doing your daily exercise. It can be hard to

get started and slow going at first. But when your mind gets used to this new behaviour, it becomes almost automatic. Your mind just starts to interpret reality in a different way than it did before.

Instead of seeing problems everywhere, it starts to zoom in on opportunities and what's good about just about any situation. Instead of sighing and feeling like you're working in an uphill rut you'll find reasons to be grateful and happy.

It might sound like wishful thinking. But it really works. The problem is just that it is difficult to see this—and to realize that you can actually change—from a current worldview and attitude that may be a bit more negative.

7. Use silence.

"A good word is an easy obligation; but not to speak ill requires only our silence, which costs us nothing."

John Tillotson:

"Be silent, or say something better than silence."

Pythagoras:

"It's good to shut up sometimes."

Marcel Marceau:

There are several good reasons to learn to be more silent. It will help you to develop your listening skills. And instead of saying something you wish you didn't you can learn to keep your piehole closed. This can help you avoid unnecessary arguments and reduce the hurt you do unto others by, for example, criticising.

Sitting in silence day in and day out while your inner pressure builds up is, of course, not good. Then you may need speak up, take charge and change whatever it is in your environment that causes the problem. But often a great deal of negative things can be avoided just by calmly staying silent.

8. Communicate with more than your words.

"They may forget what you said, but they will never forget how you made them feel."

Carl W. Buechner:

"I speak two languages, English and Body."

"We often refuse to accept an idea merely because the tone of voice in which it has been expressed is unsympathetic to us."

Friedrich Nietzsche:

The words you use are just a small part of communication. How you use your tone of voice and your body language is over 90 percent of what you are communicating. To become a better communicator, these two areas are ridiculously important. You can, for instance, improve how you say something by loading your words with more emotions. If you use tip # 6—Keep a positive attitude—this often improves your skill automatically. You'll naturally convey more enthusiasm and positive emotions through your voice.

Test How Assertive You Are?

The following inventory is designed to provide information about the way in which you express yourself. Please answer the questions by writing a number from 0 to 4 in the space to the left of each item. Your answer should indicate how you generally express yourself in a variety of situations. If a particular situation does not apply to you, answer as you think you ought to act or how you would like to act. Do not deliberate over any individual question. Your first response to the question is probably your most accurate one.

0 = Almost always or always

1 = Usually

2 = Sometimes

3 = Seldom

4 = Never or rarely

1. Do you ignore it when someone pushes in front of you in line?
2. Do you find it difficult to ask a friend to do a favor for you?
3. If your boss or supervisor makes what you consider an unreasonable request, do you have difficulty saying no?
4. Are you reluctant to speak to an attractive acquaintance of the opposite sex?
5. Is it difficult for you to refuse unreasonable requests from your parents?
6. Do you find it difficult to accept compliments from your boss or supervisor?
7. Do you express your negative feelings to others when it is appropriate?
8. Do you freely volunteer information or opinions in discussions with people whom you do not know well?
9. If there was a public figure whom you greatly admired and respected at a large social gathering, would you make an effort to introduce yourself?
10. How often do you openly express justified feelings of anger to your parents?
11. If you have a friend of whom your parents do not approve, do you make an effort to help them get to know one another better?
12. If you were watching a TV program in which you were very interested and a close relative was disturbing you, would you ask him to be quiet?
13. Do you play an important part in deciding how you and your close friends spend your leisure time together?
14. If you are angry at your spouse/friend, is it difficult for you to tell him/her?
15. If a friend who is supposed to pick you up for an important engagement calls fifteen minutes before he/she is supposed to be there and says that he/she cannot make it, do you express your annoyance?
16. If in a rush you stop by a supermarket to pick up a few items, would you ask to go before someone in the checkout line?
17. Do you find it difficult to refuse the requests of others?
18. If your boss or supervisor expresses opinions with which you strongly disagree,

- do you venture to state your own point of view?
- If you have a close friend whom your spouse/friend dislikes and constantly criticizes, would you inform him/her that you disagree and tell him/her of your friend's assets? 43.
- Do you find it difficult to ask favors of others? 44.
- If food which is not to your satisfaction was served in a good restaurant, would you bring it to the waiter's attention? 45.
- Do you tend to drag out your apologies? 46.
- When necessary, do you find it difficult to ask favors of your parents? 47.
- Do you insist that others do their fair share of the work?
- Do you have difficulty saying no to salesmen?
- Do you have difficulty speaking up in a discussion with a small group of friends?
- Are you reluctant to speak up in a discussion with a small group of friends?
- Do you express anger or annoyance to your boss or supervisor when it is justified?
- Do you compliment and praise others?
- Do you have difficulty asking a close friend to do an important favor, even though it will cause him/her some inconvenience? Sc 1.
- If a close relative makes what you consider to be an unreasonable request, do you have difficulty saying no?
- If your boss or supervisor makes a statement that you consider untrue, do you question it aloud? 2.
- If you find yourself becoming fond of a friend, do you have difficulty expressing these feelings to that person?
- Do you have difficulty exchanging a purchase with which you are dissatisfied? 3.
- If someone in authority interrupts you in the middle of an important conversation, do you request that the person wait until you have finished?
- If a person of the opposite sex whom you have been wanting to meet directs attention to you at a party, do you take the initiative in beginning the conversation? 4.
- Do you hesitate to express resentment to a friend who has unjustifiably criticized you? 5.
- If your parents wanted you to come home for a weekend visit and you had made important plans, would you change your plans? S
- Are you reluctant to speak up in a discussion or debate? 1.
- If a friend who has borrowed Rs. 500 from you seems to have forgotten about it, is it difficult for you to remind this person?
- If your boss or supervisor teases you to the point that it is no longer fun, do you have difficulty expressing your displeasure? 2.
- If your spouse/friend is blatantly unfair, do you find it difficult to say something about it to him/her?
- If a clerk in a store waits on someone who has come in after you when you are in

- a rush, do you call his attention to the matter?
43. If you lived in an apartment and the landlord failed to make certain repairs after it had been brought to his attention, would you insist on it?
44. Do you find it difficult to ask your boss or supervisor to let you off early?
45. Do you have difficulty verbally expressing love and affection to your spouse/friend?
46. Do you readily express your opinions to others?
47. If a friend makes what you consider to be an unreasonable request, are you able to refuse?

SCORING

The first step in scoring is to reverse score ($4 = 0$, $3 = 1$, $2 = 2$, $1 = 3$ and $0 = 4$) the following items: 7, 8, 9, 10, 11, 12, 13, 15, 16, 18, 19, 21, 24, 27, 28, 31, 34, 35, 42, 43, 44, 46, and 47. Then simply add together your responses to all of the items. Higher scores indicate higher levels of assertiveness.

Some initial suggestions which may help you to be more assertive are:

1. Think of positive statements that you can say to yourself ("Positive Self Talk") to encourage you to take a chance and express your need in a reasonable manner.
2. Draw up a list of what the potential advantages for you and your relationships could be if you can start being more assertive in your behaviour. Use this as a motivational tool when you are trying to muster the courage to express yourself in a more assertive way.
3. Set yourself realistic specific targets—Don't expect that you will become completely assertive overnight. Initially just set yourself one or two specific aims for what you want to communicate in a particular situation and how you might go about doing it.
4. Congratulate yourself for any successes you have in behaving a little more assertively, however small, and try to build on them.
5. Don't put pressure on yourself to be perfect. Just do your best and seek support if appropriate.

Six techniques for assertive communication:

1. There are six assertive techniques—let's look at each of them in turn:
Behaviour Rehearsal: It is literally practising how you want to look and sound. It is a very useful technique when you first want to use "I" statements, as it helps dissipate any emotion associated with an experience and allows you to accurately identify the behaviour you wish to confront.
2. **Repeated Assertion (the 'broken record')**: This technique allows you to feel comfortable by ignoring manipulative verbal side traps, argumentative baiting and irrelevant logic while sticking to your point. To most effectively use this technique use calm repetition, and say what you want and stay focused on the issue. You'll find that there is no need to rehearse this technique, and no need to

'hype yourself up' to deal with others.

3. **Fogging:** This technique allows you to receive criticism comfortably, without getting anxious or defensive, and without rewarding manipulative criticism. To do this you need to acknowledge the criticism, agree that there may be some truth to what they say, but remain the judge of your choice of action. An example of this could be, "I agree that there are probably times when I don't give you answers to your questions."
4. **Negative Enquiry:** This technique seeks out criticism about yourself in close relationships by prompting the expression of honest, negative feelings to improve communication. To use it effectively you need to listen for critical comments, clarify your understanding of those criticisms, use the information if it will be helpful or ignore the information if it is manipulative. An example of this technique would be, "So you think/believe that I am not interested?"
5. **Negative Assertion:** This technique lets you look more comfortably at negatives in your own behaviour or personality without feeling defensive or anxious, this also reduces your critics' hostility. You should accept your errors or faults, but not apologise. Instead, tentatively and sympathetically agree without hostile criticism of your negative qualities. An example would be, "Yes, you're right. I don't always listen closely to what you have to say."
6. **Workable Compromise:** When you feel that your self-respect is not in question, consider a workable compromise with the other person. You can always bargain for your material goals unless the compromise affects your personal feelings of self-respect. However, if the end goal involves a matter of your self-worth and self-respect, THERE CAN BE NO COMPROMISE. An example of this technique would be, "I understand that you have a need to talk and I need to finish what I'm doing. So what about meeting in half an hour?"

Courage Test

Test Your General Level of Courage

1. How do you tend to communicate a decision?
 - Express myself equivocally with imprecise or incomplete details
 - 'Beat about the bush'; give the decision without any explanations
 - Announce it in a straightforward way and explain it with facts and in detail
 - Announce it clearly by putting it into context and giving the necessary explanations

2. How do you tend to say NO to a request?
 - Answer in a roundabout way, or persuade the other person to change his/her mind
 - Do not say NO, maintain uncertainty but then act as if I said NO
 - Say NO showing concern for the other's needs and gives the concrete reasons
 - Start by emphasising the arguments in favour of the NO then, if necessary, end up explicitly saying NO

3. What degree of autonomy do you tend give to others on how to achieve objectives?
 - Start by giving my ideas, leaving the person to fill in the gaps or challenge them
 - Show no interest, but still impose a few trivial details
 - Impose my own way of doing things
 - Encourage employees to find their way, providing the appropriate help

4. How much interest do you tend to take in new ideas put forward by others?
 - Give value to the initiative and place the proposals in a given development process
 - Pay no attention, I may take on board later
 - Rapidly assess the relevance on his/her own, then decide whether or not to follow up
 - Study proposals in detail and gives feedback on actions to be taken

Test Result

First option	= 1
Second option	= 2
Third option	= 3
Fourth option	= 4

Calculate your score on courage test and get to know about your courage level.
High score indicates high level of courage.

Courageous Character Traits

The following three character traits are thought important in courage:

1. Openness to experience:

This trait is associated with both divergent thinking, e.g., brainstorming, and the related idea of creativity. Being courageous, then, is all about having options, and in order to generate those options you need to be creative. *How can it be increased?* Techniques which may help increase divergent thinking are brainstorming, keeping a journal, free writing and mind mapping. It will lead into increased openness to experience.

2. Conscientiousness:

The conscientious are dependable people who feel a sense of duty towards themselves and others. They get the job done.

How can it be increased? One way to increase conscientiousness may be to commit to more social institutions such as marriage, work, family or other role in the community. This suggestion comes from research that has found conscientiousness increases with age, which is also associated with greater work, family and social commitments.

3. Core self-evaluation:

These include traits like emotional stability and internal locus of control. An internal locus of control refers to a feeling of control over situations. *How can it be increased?* Increasing locus of control can be achieved through cognitive therapy. Central to cognitive therapy is the idea that our outlook on life is fundamentally affected by how we explain what happens to us and others - the attributions we use. Changing these attributions can lead to changes in core self-evaluations.

Courageous states of mind:

The following four states of mind are, though, more open to adjustment and may be better bets for increasing courage in the moment:

1. Self-efficacy:

Essentially means confidence in yourself and your ability to achieve desired outcomes.

How can it be increased? Two important predictors of self-efficacy are firstly mastering a skill and secondly cognitively reinterpreting current situations. So, self-efficacy can be increased through practicing a task and through the way it is cognitively represented.

2. Means efficacy:

This is the belief that the tools available can do the job.

How can it be increased? They say a bad workman blames his tools - so a good workman sees potential in his tools to complete the job. Really believing you can use what you've got is half the battle.

3. State hope:

Believing the task is possible and seeing a way of carrying it out at the time of which it needs to be done.

How can it be increased? Like locus of control, state hope

cognitive therapy. At heart, the idea is to change the attributions we make.

4. Resilience:

This is bounce-back ability. It's also having the belief that should the inevitable problems arise, you'll be able to overcome them.

How can it be increased? Research suggests resilience may be predicted by positive emotions. Generating amusement, interest or any other positive emotion is likely to increase levels of resilience. Essentially, it may be possible to laugh off the fear often experienced when being courageous.

Four Keys to Develop Your Courage

Courage is not the absence of fear. It is the strength to be who and what you are--despite the fear! Here are steps we can take to develop courage and let go of the fears that stop us from achieving our goals.

1. Recognize the fear. Don't make excuses and call it something else. You cannot overcome or move through your fear if you don't recognize it as such. You can blame someone else, you can call it impossible or you can just admit that you are afraid. Once you admit that fear is operating, you can begin to change it.

2. Gain understanding from the fear. Choose to see a deeper truth.

We experience fear when we believe the lies that our ego is telling us. We believe what we have accepted as truth either consciously or unconsciously. What do you believe as true?

There is a story about a family that would get together for holidays and special occasions and fix a roast of beef. Each time they would make it they would prepare it the same way. They would take the roast and cut off on both ends and place it in the pan. This was a tradition that was handed down from mother to daughter to daughter, etc., until finally one day, one of the daughter's husbands asked her, "Why do you cut off both ends of the roast?" She replied that her mother had always done it that way, "Let's go ask her." And so they went and asked her mother, and she replied that it was because that's the way her mother had always done it. They decided to ask grandma. When they asked her, she replied, "Because that's the way my mother always did it. I don't do it that way anymore; we only did it that way because the pan was too little to hold it."

See the untruth in the fear that you have held. What rules have you set for yourself? Do you want to keep living by them? You are the chooser.

3. Commit to courage. Declare the deeper truth. Persistently reprogram yourself for success and courageous actions. Remember that great love and great achievements involve great risk.

4. Face the fear. Feel the fear and do it anyway. Honor your courage. Take action.

- Honour yourself every time you face a fear. Especially the little ones.
- Courage is built one success at a time. You are successful every time you try!
- Once you have admitted it is only fear holding you back, you can move through it. Move right through the middle like a courageous warrior.
- Parachutes weren't proven trustworthy by having people carry them around on their backs. The device showed its worth once someone jumped.

Self Determination Test

Test Your Determination

Instructions: Please read the pairs of statements, one pair at a time, and think about which statement within the pair seems more true to you at this point in your life. Indicate the degree to which statement A feels true, relative to the degree that statement B feels true, on the 5-point scale shown after each pair of statements. If statement A feels completely true and statement B feels completely untrue, the appropriate response would be 1. If the two statements are equally true, the appropriate response would be a 3.

1. A. I always feel like I choose the things I do.
B. I sometimes feel that it's not really me choosing the things I do.
Only A feels true 1 2 3 4 5 **Only B feels true**
2. A. My emotions sometimes seem alien to me.
B. My emotions always seem to belong to me.
Only A feels true 1 2 3 4 5 **Only B feels true**
3. A. I choose to do what I have to do.
B. I do what I have to, but I don't feel like it is really my choice.
Only A feels true 1 2 3 4 5 **Only B feels true**
4. A. I feel that I am rarely myself.
B. I feel like I am always completely myself.
Only A feels true 1 2 3 4 5 **Only B feels true**
5. A. I do what I do because it interests me.
B. I do what I do because I have to.
Only A feels true 1 2 3 4 5 **Only B feels true**
6. A. When I accomplish something, I often feel it wasn't really me who did it.
B. When I accomplish something, I always feel it's me who did it.
Only A feels true 1 2 3 4 5 **Only B feels true**
7. A. I am free to do whatever I decide to do.
B. What I do is often not what I'd choose to do.
Only A feels true 1 2 3 4 5 **Only B feels true**
8. A. My body sometimes feels like a stranger to me.
B. My body always feels like me.
Only A feels true 1 2 3 4 5 **Only B feels true**
9. A. I feel pretty free to do whatever I choose to.
B. I often do things that I don't choose to do.
Only A feels true 1 2 3 4 5 **Only B feels true**
10. A. Sometimes I look into the mirror and see a stranger.
B. When I look into the mirror I see myself.
Only A feels true 1 2 3 4 5 **Only B feels true**

1 2 3 4 5

Only A feels true Only B feels true

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Awareness of Self: 2, 4, 6, 8, 10
Perceived Choice: 1, 3, 5, 7, 9

Some Tips to Strengthen Your Determination

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COMMIT 15 MINUTES A DAY you don't have to commit hours at a time to accomplish a goal the greatest advances are the sum total of a series of small efforts commit to spending just 15 minutes a day do something that moves you closer to accomplishing your goal.

DEVELOP A MANTRA repetition is the mother of success remind yourself of your goals every day turn your most important goal into a one-sentence affirmation phrased as though you have already accomplished your goal repeat regularly and it becomes your natural way of thinking.

FIND A BUDDY try to get friends to help out with your project offer to reciprocate and help your friend in return two can get more done in a shorter period of time than one you hold each other accountable to accomplishing your goals.

LET PEOPLE KNOW YOUR PLANS make yourself accountable by telling others of your plans they become interested in your progress and check in with you inspires you to keep going and overcome your obstacles.

PAINT YOURSELF INTO A CORNER the worst deadline you can set for yourself is "this year" too vague, too broad, and too much room for slacking make a commitment to someone else to add some pressure knowing that others are counting on you often gets you going.

PUT IT DOWN ON PAPER if you write a goal down, it is more likely to come to fruition you invest time and energy writing your goals down putting goals on paper makes you more committed to the outcome plus it's therapeutic to cross items off when they are completed.

REVIEW YOUR GOALS REGULARLY ask yourself some hard questions about each goal ask why you haven't made more progress and what's in your way ask if the goal is still important to you if your priorities have changed, drop it from your list.

REWARD YOURSELF as you plan your goals, attach a specific reward to each the reward should be commensurate with the amount of work be consistent about rewarding yourself for every accomplishment each completion deserves a reward, no

matter how small.

TAKE TIME TO ENJOY YOUR SUCCESS take time to acknowledge the fact that you accomplished a goal don't simply charge into the next task or you will burn out remember the time and effort you invested savor the feeling of completion refresh and renew your enthusiasm to continue.

Self-Efficacy

Self-Efficacy Test:

Take test and get to know about your self-efficacy level.

The following statements describe people's feelings and reactions to various situations. Please read each statement carefully and describe the extent to which you agree with each statement, using a 14-point scale where 1 indicates "Strongly Disagree" and 14 indicates "Strongly Agree."

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2. One of my problems is that I cannot get down to work when I should.
3. If I can't do a job the first time, I keep trying until I can.
4. When I set important goals for myself, I rarely achieve them.
5. I give up on things before complementing them.
6. I avoid facing difficulties.
7. If something looks too complicated, I will not even bother to try it.
8. When I have something unpleasant to do, I stick to it until I finish it.
9. When I decide to do something, I go right to work on it.
10. When trying to learn something new, I soon give up if I am not initially successful.
8. When I am with other people I feel that they are glad I am with them.
9. I feel that I make a good impression on others.
10. I feel confident that I can begin new relationships if I want to.
11. I feel that I am ugly.
12. I feel that I am a boring person.
13. I feel very nervous when I am with strangers.
14. I feel confident in my ability to learn new things.
15. I feel good about myself.
16. I feel ashamed about myself.
17. I feel inferior to other people.
18. I feel that my friends find me interesting.
19. I feel that I have a good sense of humor.
20. I get angry at myself over the way I am.
21. I feel relaxed meeting new people.
22. I feel that other people are smarter than myself.

- I do not like myself.
23. I feel confident in my ability to cope with difficult situations.
24. I feel that I am not very likable.
25. My friends value me a lot.
26. I am afraid I will appear stupid to others.
27. I feel that I am an okay person.
28. I feel that I can count on myself to manage things well.
29. I wish I could just disappear when I am around other people.
30. I feel embarrassed to let others hear my ideas.
31. I feel that I am a nice person.
32. I feel that if I could be more like other people then I would feel better about myself.
33. I feel that I get pushed around more than others.
34. I feel that people like me.
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36. I feel confident that I can do well in whatever I do.
37. I trust the competence of others more than I trust my own abilities.
38. I feel that I mess things up.
39. I wish that I were someone else.

SCORING

The following items must be reversed ($1 = 7, 2 = 6, 3 = 5, 4 = 4, 5 = 3, 6 = 2$, and $7 = 1$): 1, 2, 5, 11, 13, 16, 17, 20, 22, 23, 25, 27, 30, 31, 33, 34, 38, 39, and 40. After reversing these items, add your responses together to obtain your final score.

How to Improve Your Self-Efficacy

1. Imagine yourself succeeding. Be very specific and as visual as possible. Imagine people congratulating you on your success.

2. Be very careful about what you say to yourself about "failure" experiences. Notice that you probably never actually fail. You were not 100% terrible at what you did. Indeed, you might have made several mistakes, but that is not a failure.

3. Related to number two is this idea: make positive use of negative feedback to motivate you to improve, not to beat yourself up. For example, if you find out you are not good at writing, get a tutor, an editor, or take a class to improve your skills. Don't fold and give up. This will improve your sense that you can have an effect on the world and that you're not a victim.

4. Make sure that you are aware of the "coping strategies" that are necessary to succeed.

5. Seek out supportive people who believe in you. The corollary is to avoid people who don't believe in you. Let your friends, relatives and significant others know that you need supportive comments. You can even go so far as to tell them to say

such phrases, as "I know you can do it, "or" it's hard but you've done lots of other hard things.

6. Monitor how you perceive your own emotional reactions. Learn to re-label stress reactions as normal, expectable, and able to be changed.
7. Work on moderating your emotional reactions by practicing relaxation, yoga, meditation, or getting more exercise. Believing that you can effect a change in your reactions will make you feel more self-efficacious.

How to Improve Self-Expression

1. Speed Up, Slow Down

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Same goes to your tone. You may use a high-pitched tone when describing a lady (or how your lady-boss howls at you at work) or a deep raspy one (like how Count Dracula might use to seduce his next victim).

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Varying between the two can help you capture their attention whilst adding interest to the story you're telling.

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This concept is pretty similar to varying your volume—somewhat. Have you noticed that the audience become particularly sensitive to their surroundings when silence is introduced suddenly in a room?

Wouldn't you look up to check what's going on the room when the speaker cuts off halfway in silence?

Make full use of this heightened sensitivity to drive home a key word or idea. The words or phrases following this silence should be as short as possible, preferably between 1-3 words to avoid dampening the effect.

5. Eliminate Filler Words

Avoid using words like "Um", "Er", "Hmmm". Generally, these words tend to convey a sense of uncertainty and suggest that you may be unsure of what you're saying. These would definitely work against you during persuasive and/or sales speeches.

6. Smile

Smiling (whenever necessary and appropriate) helps take fear away from your mind. Research has proven that a person's state of mind may be affected by his physiology.

When you appear happy, confident and positive ...

and you're left to enjoy your presentation.
Smile and the whole world smiles with you!

7. Animate

Animate your message! In moderation of course. Gesticulate while trying to make point. Use your fingers to number your points "Firstly, Secondly, Thirdly etc."

I've also realised how powerful facial expressions can be where it comes to animating your messages. Raise your eyebrows to depict surprise or shock. Or squint your eyes to depict skepticism.

There're a thousand and one ways you can make use of your facial expressions to animate your message. Play around with your expressions and discover what your face can do by practicing in front of the mirror.

8. Relax

Most of us are usually able to relate and speak to our family and friends without much difficulty.

Our minds perform best when they're relaxed and free. Like our muscles, our tensing up can only lead to cramps, and it wouldn't be nice to have a mental 'cramp' while your speaking!

Relax by taking deep breaths and focus on having fun!

9. Practise, Practise, Practise!

Now if you're still reading this, you may wonder—How may I relax and have fun if I've never done "this" before?!

"This", of course, refers to speaking in public for the first time, to speaking frequently in public.

Well, to be completely honest, I didn't enjoy the process of speaking when I first started too. IT WAS HORRIFYING!

But what I really enjoyed was the end product of speaking. I enjoyed knowing that I had taken a step that many others feared taking. And I enjoy having the knowledge that I'm a better person as a result of my act(s) of courage.

Now, I continually seek every opportunity to practise. Every act of courage I take propels me toward becoming a better speaker and person.

10. And I derive delight after each practice session!

Review

So is this a case of "Practise makes perfect"?—No! It's useless if you keep repeating the same mistake over and over again whilst hoping for a different result!

Understand that there's no perfect speech. Regardless of how good you are as a speaker, or how well delivered a speech was, there will ALWAYS be room for improvement.

Seek to improve yourself continuously. Review each speech session and see which areas you might need or want to pay greater attention to.

Positive Thinking

How to be a Positive Thinker?

1. Be passionate about your dreams in life:

Passionate talk is cheap. Action ensures a brighter future. Without action, passion is void. Adding an element of action will turbo charge the achievement of your goals and aspirations in life.

A dream starts in your mind and your action helps make your dream a reality.

2. Make a commitment:

Make a commitment to yourself, family members, and friends. Their support, coupled with your commitment, will help create the kind of life you really desire.

Make a commitment from your heart and soul, never from a position of fear. You will be amazed at the transformation in your life the moment you set out to do something.

3. Embrace the idea that each moment is perfect regardless of its outcome:

Every time you have a bright idea that may initially appear impossible to do, why not give it a shot and see if it will work.

When confronted with a difficult task, fear stops people in their tracks. Overcome your fear and you will be surprised to see that there are numerous ways to get the task done in time. If you are not pleased with the outcome, learn from the experience and be flexible enough to make the appropriate adjustments.

4. Be grateful:

Be thankful of what you currently have. Learn to maximize the resources that you have. Slipping into neediness will become less of a habit when you repeatedly shift towards gratitude and move away from poverty consciousness.

5. Inject enthusiasm in your daily activities:

Enthusiasm invites feelings of abundance. Never dwell on thoughts that stimulate feelings of scarcity and poverty.

6. Have a sense of humour:

Do not take life seriously! Learn to laugh at yourself. Loosen up. I have yet to see a comedian go hungry, although his jokes are as 'old as great-grandma'. Life has so much to offer for you to wallow in self-pity.

7. Believe that you are the architect of your destiny:

You are the architect of your life. You draw your own blueprint. With this, you can aspire to live an authentic life.

Improve Your Planning Ability

Force yourself to plan.

If you fail to plan, you are by default planning to fail.

Schedule uninterrupted time every day to do your planning.

Anticipate possible problems you could encounter in your project because of

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9. Practise, Practise, Practise!

Now if you're still reading this, you may wonder—How may I relax and have fun if I've never done "this" before?!

"This", of course, refers to speaking in public for the first time, to speaking frequently in public.

Well, to be completely honest, I didn't enjoy the process of speaking when I first started too. IT WAS HORRIFYING!

But what I really enjoyed was the end product of speaking. I enjoyed knowing that I had taken a step that many others feared taking. And I enjoy having the knowledge that I'm a better person as a result of my act(s) of courage.

Now, I continually seek every opportunity to practise. Every act of courage I take propels me toward becoming a better speaker and person.

10. Review

So is this a case of "Practise makes perfect"?—No! It's useless if you keep repeating the same mistake over and over again whilst hoping for a different result!

Understand that there's no perfect speech. Regardless of how good you are as a speaker, or how well delivered a speech was, there will ALWAYS be room for improvement.

Seek to improve yourself continuously. Review each speech session and see which areas you might need or want to pay greater attention to.

Positive Thinking

How to be a Positive Thinker?

1. Be passionate about your dreams in life:

Passionate talk is cheap. Action ensures a brighter future. Without action, passion is void. Adding an element of action will turbo charge the achievement of your goals and aspirations in life.

A dream starts in your mind and your action helps make your dream a reality.

2. Make a commitment:

Make a commitment to yourself, family members, and friends. Their support, coupled with your commitment, will help create the kind of life you really desire.

Make a commitment from your heart and soul, never from a position of fear. You will be amazed at the transformation in your life the moment you set out to do something.

3. Embrace the idea that each moment is perfect regardless of its outcome:

Every time you have a bright idea that may initially appear impossible to do, why not give it a shot and see if it will work.

When confronted with a difficult task, fear stops people in their tracks. Overcome your fear and you will be surprised to see that there are numerous ways to get the task done in time. If you are not pleased with the outcome, learn from the experience and be flexible enough to make the appropriate adjustments.

4. Be grateful:

Be thankful of what you currently have. Learn to maximize the resources that you have. Slipping into neediness will become less of a habit when you repeatedly shift towards gratitude and move away from poverty consciousness.

5. Inject enthusiasm in your daily activities:

Enthusiasm invites feelings of abundance. Never dwell on thoughts that stimulate feelings of scarcity and poverty.

6. Have a sense of humour:

Do not take life seriously! Learn to laugh at yourself. Loosen up. I have yet to see a comedian go hungry, although his jokes are as 'old as great-grandma'. Life has so much to offer for you to wallow in self-pity.

7. Believe that you are the architect of your destiny:

You are the architect of your life. You draw your own blueprint. With this, you can aspire to live an authentic life.

Improve Your Planning Ability

- Force yourself to plan.
- If you fail to plan, you are by default planning to fail.
- Schedule uninterrupted time every day to do your planning.
- Anticipate possible problems you could encounter in your project because of

people, material, or mechanical failures. Purposely provide preventive actions and contingency plans in important high risk situations.

When planning a project, plan in thinking time.

Plan for tomorrow, tonight. Your subconscious will help organize while you sleep.

Each day anticipate the sequence of activities that you will do to attain the objectives you are after.

Think about your entire week. How will important projects be sequenced?

Do your planning on paper to capture all of your ideas and to be sure none of them get lost. We can only work mentally with about seven pieces of information without losing something. Write your thoughts down and you will be able to utilize everything you think of during your planning process.

When developing a specific plan, list the activity steps individually on small pieces of paper and then sequence the pieces of paper. Then write the whole plan out in sequential order.

If you must, leave your office and get away to do your planning in a quiet place where you can think.

Don't hurry the process. Something will get overlooked.

When things go wrong, it can generally be traced back to a poor job of planning or failing to follow an existing plan.

List key words that relate to a project. They will fit into and help you in planning. Keep records of how long it takes to do an activity. You can use this information for future scheduling.

Take the first 10% of any time block and dedicate it to planning that block.

Whether you call it planning time, thinking time, quiet time or meditation, the payoff in increased productivity is the same.

Sit quietly and mentally rehearse the steps in your plan. Use your imagination to visualize the steps being taken. You will sense where additional steps need to be added and will anticipate problems to prevent.

Use the first 10 minutes of each day to plan or review your plan for the day.

Boost Your Optimism

1. **Avoid getting hung up on one thing:**

Sometimes you may feel like there's one situation that's holding you back. Maybe there's just one thing that has seemingly ruined your day. Resolve to let it go so it doesn't bother you anymore. After all, there's a whole world out there just waiting for you to experience!

2. **Remember that there's always a silver lining:**

If you're having a bad week, it's not a reason to let negativity cloud your thinking. Seek the silver lining in every challenging situation. Remember that setbacks

3. Get over the past:

fact, if you keep recalling the past is the past; it doesn't need to keep repeating itself. In Learn how to let it go no matter how painful it might have been. The future can be filled with great things, but a great future can only start when you've come to terms with your past.

4. Be thankful:

Make a list of all the things you're thankful for in your life. Include even the smallest things, like the lucky rupee you found on the street. You'll most likely end up with a long list that you can look to whenever you feel like you're slipping into negativity.

5. Use positive affirmations:

Nothing brings out optimism like the use of affirmations. These positive statements bring optimistic energy into your present. They are a way of communicating with your subconscious mind so you can maintain control over how you feel. Use them every day and every time you need a boost of positivity.

6. Surround yourself with positive people:

Humans are social beings that can feel the energy of others. Have fun with positive and supportive friends and family members. Just being around positive people can lift you up when you're feeling down.

7. Watch your language:

Do you speak positively to yourself and others, or are you judgmental and negative? Try to shift over to only positive speech. Practice using upbeat words while you focus on the positive in every situation.

8. Remember that even a positive life has ups and downs:

Life won't always be perfect, but there are many ways you can still make the best of it. Accept the fact that bad things will happen from time to time, but avoid dwelling on these things. You'll bounce back if you remain open to optimism.

In the end, you'll find that simple things can boost your optimism. You don't need to wait for some grand opportunity; just open your eyes to the beauty of the world around you and you'll see wonderful things!

Sense of Responsibility

Improve Your Sense of Responsibility:

Here are some tips to improve your sense of responsibility:

1. Avoid using negatives. Take responsibility for your life by making powerful, positive statements of what you choose to experience. Remember that your mind does not have a sense of humour and will take whatever you tell it literally.
 2. Be clear, specific, and detailed about what you choose for your life. Invest the time and effort to focus your thoughts so you can get more of what you desire and deserve. If what you get doesn't meet your needs, become even more clear and specific in your choosing.
 3. Be grateful for what you receive, and yet refine and define your choices more powerfully. Conscious creation is your right and your responsibility. You can have what you choose.
 4. Let go of any old stories you've been telling yourself and others about the past. It's the past. It's gone. You can't go back and redo it, but in the re-telling and re-living you re-create more of the same by keeping the past alive.
 5. Live responsibly by responding, rather than reacting, to life. Learn the lessons you need so you can let go and grow into your powerful, prosperous future. Instead, vision what you do choose so that you can feel the excitement of everything you know is coming your way.
 6. Be conscious. Be aware. Be awake. Not only of others, but of yourself and what you think, say, and do as a co-creator in your life. Be responsible. If something happens that you hadn't expected, take time to figure out what you did to create it so you can do better in the future. No blame. No shame. Only gain.
- Last, but no least, take time to have fun, laugh, and play. Those are the truly exquisite moments in life.

Intensifying Your Initiative: Five Tips

Without harnessing the power of initiative, the wheel of innovation comes to a screeching halt. We all have a desire to "make a difference" or to make improvements in our lives, but for a variety of reasons, many people face challenges in regard to taking initiative in one form or another. Fortunately, there are many things you can do to enhance your power of initiative, and the payoffs are huge.

1. Give Yourself Permission to Decide for Yourself:

Waiting for others to join you in your initiative can slow the wheels of innovation and drag out the process.

2. Make Choices and Act on Them:

Keep in mind that you don't have to come up with the best possible decision, you just have to come up with one way that will work.

3. Don't Wait to Be Inspired; Get Inspired!

Take responsibility for feeding positive input into your mental process.

4. Increase Your Accountability:

Practice increasing your initiative by stepping up to the plate and volunteering to lead projects.

5. Live By Your Word:

Make a firm commitment to yourself that you will keep your promises, no matter

head, it can help to go with you get the benefit of a quick decision.

Ensure that you're calm and focused. That way, you can feel confident that something that's influenced by outside sources.

Speeding Up The Process:

If you're having trouble making a decision, take the time to weigh your options.

How to Improve Personality

The "personality" is the typical pattern of thinking, feeling, and behaviours that make a person unique.

When we say that someone has a "good personality", we mean that they are likeable, interesting and pleasant to be with.

Everyone wants to be attractive to others. To that end, having a good personality is vital - probably even more so than good looks. In fact, approximately 85 percent of your success and happiness will be a result of how well you interact with others. Ultimately, it is your personality that determines whether people are attracted to, or shy away from you.

While we can only enhance our looks to a certain extent, we have the ability to improve the personality as much as we want. We can develop or integrate any trait we deem fitting and agreeable.

Here are some ways we can accomplish this:

1. Be a better listener:

Jacqueline Kennedy Onassis was considered one of the most charming women in the world because she cultivated the skill of being an exceptional listener. She was known for the way she would look a person in the eyes, hang on his every word, and make him feel important. There is nothing more appealing than having someone listen to you intently making you feel like you're the only person in the world.

2. Read more and expand your interests:

The more you read and cultivate new interests, the more interesting you are to others. When you meet new people, it gives you the opportunity to share what you know and to exchange your views with them.

3. Be a good conversationalist:

This relates to how much you read and know. Once you have much to contribute, learn how to talk about it with others. No one can read about or know everything, so it's refreshing to learn from others those things we don't have the time to about read ourselves. If you happen to be shy, join a group that encourages you to talk about what you know.

4. Have an opinion:

There is nothing more tiresome than trying to talk to someone who has no opinion on anything. A conversation has nowhere to go if you have nothing to expound on. If, however, you have an uncommon point of view or differing opinion, you are more interesting and stimulating to be with socially (unless you're a know-it-all, of course). A unique outlook expands everyone's perspective.

5. Meet new people:

Make the effort to meet new people especially those unlike you. It not only exposes you to different cultures and alternative ways of doing things, it broadens your horizons.

6. Be yourself:

The next most tiresome thing after having no opinions is trying to be something you're not. Molding yourself in order to fit in, or be accepted, usually backfires. Since each of us is unique, expressing that uniqueness is what makes us interesting. Attempting to be a carbon copy of someone else not only falls flat, but reveals a lack of authenticity.

7. Have a positive outlook and attitude:

Who wants to be around people who are negative, complain a lot, or have nothing good to say? In fact, most of us run when we see them coming. Instead, be the kind of upbeat person who lights up a room with your energy when you enter it. Do it by looking for the best in people and things. Smile warmly, spread good cheer, and enliven others with your presence.

8. Be fun and see the humorous side of life:

Everyone enjoys the company of someone who makes them laugh, or smile, so look for the humorous, quirky side in a situation - there always is one. Comic relief is a much welcome and needed diversion at times.

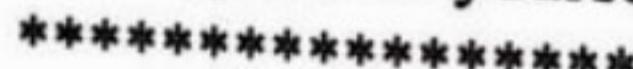
When you can add fun and light-heartedness to an otherwise dull, or gloomy setting, others will naturally be attracted to you, not to mention grateful.

9. Be supportive of others:

Being supportive is probably the most endearing quality you can integrate into your personality. Just as you yourself welcome it, be the support for others when they need it. We all love a cheerleader in our corner; someone who is encouraging, believes in us and helps pick us up when we're down.

10. Have integrity and treat people with respect:

Being honest and true to your word will bring you the admiration, respect and gratitude of others. Nothing improves a person's personality more than integrity and respect - respect for others, as well as respect for yourself.



GTO's Tasks or Tests

GTO's Technique (or Task):

The GTO task or technique consists of a number of different leaderless group situations, in which candidates have the freedom to choose their own behavioural roles, priorities for action and engage themselves in collective group activities.

The GTO battery of tests consists of the following aspects:

- (a) Group Discussion
- (b) Group Planning Exercise
- (c) Progressive Group Task
- (d) Group Obstacle Race
- (e) Half Group Task
- (f) Lecturette
- (g) Individual Obstacles
- (h) Command Task
- (i) Final Group Task

ADVICE TO CANDIDATES

Important factors to be kept in mind:

- (a) Always remember that you remain natural throughout and don't behave in artificial manner in performance of given tasks.
- (b) Pay full attention, while GTO is briefing for all tasks. Bear in mind the important points explained by GTO and follow accordingly.
- (c) Avoid un-becoming officers like qualities, like quarreling, using unparliamentary language, and passing sarcastic remarks. Be normal, helpful and cheerful and give willing cooperation. Don't be individualistic (you must move in group). Work hard and give your best.
- (d) Participate fully and convince the group with your logical reasoning and views.
- (e) Get fully abreast with current affairs and general knowledge. This will help you a lot in the group discussion and lecturelettes. Read daily newspaper, periodical magazines and current affairs books.
- (f) Take any burning topic and discuss with your friends freely. This will inculcate confidence in you.
- (g) Speak in simple English. Don't use difficult words to 'show off'. Put forth your points logically and forcefully. Emphasize on important points, which you had thought-out.
- (h) Concentrate, apply your brain, and make full use of resources at your disposal. Don't ever resort to brawl. You can solve all problems and difficult task, if you remain cool and calm and apply intelligence.

- (i) Most important factor is that work with the group and don't be individualistic. In Army, you have to work with troops, consists of Jawans of various temperament. Don't ever try to bluff and cheat ISSB members (because they are well-experienced officers).
- (j) GTO's main task is to test, whether the aspirant candidate can fit in the group. Hence, it is utmost important that the candidate show his capacity and proficiency to influence the group.
- (k) A candidate may be of extraordinary intelligence and calibre, but if he does not carry his fellowmen, his chances for selection become remote.
- (l) Defence organizations and its set up is such that it revolves around team work, group task, cooperation, planning, organizing and implementing. Hence, he should not remain alone.

GROUP DISCUSSION

Group discussion is nothing but a discussion on any topic in a group. It is a sort of public speaking in which several candidates in a group take part. Each member expresses his opinions on the subject/topic given by GTO on the spot. It is thus spontaneous conversation and not pre-planned.

This exercise facilitates the assessment of the candidates' traits of personality. It depicts his quality of leadership, and social adaptability. Since, the group is leaderless, hence thus vacuum is filled by the candidate, who demonstrates officer like qualities. He must show tremendous cool and determination. When confronted with odds and stiff opposition, you should contain the best of brightest ideas within time limit.

Every member in a group is expected to express his ideas, and opinions on a given subject. He must examine the subject in a cool and calm atmosphere. He must shed his shyness. Any member, who possesses initiative, tact, self-confidence and drive grabs the opportunity and hence assumes this role to leader.

Don't offend any member of your team. Even if you disagree with his point of view (simply say "I beg to differ from you"). Don't show-off and avoid being selfish. Avoid undesirable gesture and mannerism. Be cheerful and don't put dirty look. When your turn comes, speak emphatically, logically and convincingly, use correct accent and pronunciation. Be brief and to the point. "Don't beat about the bush".

Important Factors in Group Discussion:

- (a) Knowledge of subject
- (b) Power of expression
- (c) Liveliness
- (d) Confidence
- (e) Power of reasoning. How you influence group? Are they prepared to listen to you?
- (f) Active participation
- (g) Self-confidence

- (h) Good listener and showing regards of other's opinion and appreciate their good points. (You should learn to disagree)
- (i) Remember group discussion is different than debate, you can speak both 'for' and 'against' the subject.
- (j) Discussion is a "search for truth". It should have a determined goal and objective.
- (k) Try to be natural and never pose to show-off, in order to capture attention of GTO/interviewing officer.
- (l) Polite and considered approach will stand in better stead. They will be watching your leadership qualities.
- (m) It is utmost important that a candidate shows that he is working in a team and for the team (and not as an individual).
- (n) Don't keep a low profile. Must show some activity. Assess or will take a serious note of the candidate who is not taking an active or full part. Must accept responsibilities gracefully.

What Is To Be Checked In Group Discussion?

Here is what they look at when enter a group discussion:

Team player - Here they check if you can work in a team. Have patience to hear another person's point of view.

Reasoning ability - Given a question like 'How will inflation affect the job scenario'. One must understand the question and think of the various paradigms that can be affected and if there is a solution to it, then how will it be brought about.

Leadership - Given a start how you lead the group. Bring out the maximum potential of the other members. How you play it cool and keep calm yet resolve the given task. You should be able to give direction, coordinate, contribute and inspire.

Initiative - This is given a lot of importance, as you have to know when to speak and when to initiate a new topic.

Assertiveness - You have to be sure and confidence of what you say. When you are assertive, it shows in your body language.

Flexibility - On one side you have to be open to what others are talking on a topic. But on the other side you cannot keep dribbling with the stand you have taken. At the onset, think which side of the fence you want to sit on and then take a side of the debate and stick to it.

Listening and awareness go hand in hand - You must be alert and know what is happening around you. Listen to what others have to say so you are able to gauge the situation and use it to your benefit.

You will score maximum on your initiative that you take in a conversation. Also once you take up a topic if you keep on track then you score more points. Keeping a cool head when everyone is talking or refuting your point of view and then steering the conversation to its path and asserting your point of view will culminate to scoring more points.

How To Be Prepared For Group Discussion?

Asking questions and joining in discussions are important skills. If you find it difficult to speak or ask questions in tutorials, try the following strategies:

Observe:

Attend as many seminars and tutorials as possible and notice what other students do. Ask yourself:

- How do other students make critical comments?
- How do they ask questions?
- How do they disagree with or support arguments?
- What special phrases do they use to show politeness even when they are voicing disagreement?
- How do they signal to interrupt, ask a question or make a point?

Practice:

Start practicing your discussion skills in an informal setting or with a small group. Start with asking questions of fellow students. Ask them about the course material. Ask for their opinions. Ask for information or ask for help.

Participate:

Take every opportunity to take part in social/informal discussions as well as more structured/formal discussion. Start by making small contributions to tutorial discussions; prepare a question to ask, or agree with another speaker's remarks.

Necessities of Group Discussion

Public speaking is an art, be it on the stage or delivering a speech or presenting a seminar to a small or big audience. The speaker should bear few points on mind.

1. Audience:

Do not use flowery language nor very simple language. Feel the pulse of the audience and then deliver the speech. Let the speech not be bouncer to the audience.

2. Voice:

Voice plays a vital role in presentation. The audience are smart enough to find out if the speaker is confident or not. So let the audience not know even if you are nervous.

3. Poise and Posture:

Dressing style always reflects what the speaker's personality. Be poised in appearance; no over makeup or too decorative with heavy jewellery or not very informal style but be simple but elegant. Let the posture not be with bent shoulders but with head held high and stomach tucked in and chest out. Never stand in at and at ease position nor your hands in the pockets, never move to and fro or sideways as a pendulum. If there is a rostrum in front of you then don't lean on it nor rock with it.

4. Language:

Let the language be with good vocabulary and interesting points. Never use high

vocabulary which doesn't suit the scenario. Do not ask any questions to the audience and in case you ask do not wait for answers.

5. Humour:

There is nothing wrong in using humour and making the audience have a lighter moment. This has to be used only if you are comfortable and can make it sound humorous otherwise the humour goes for a toss and you will start regretting for using it and the confidence level just goes down which would be difficult to bring it up again in the next few seconds. So don't experiment.

6. Eye Contact:

Do not look away from the audience nor look piercing into the eyes of the audience. Let the eyes travel from one end of the room to the other end. Do not look at the roof, outside the window nor at any one person. This shows that you are avoiding the rest of the audience which might distract the others.

Some Useful Tips for Group Discussion

Speaking effectively in a group discussion is achieved by means of body language as well as public speaking skills. There are a number of ways to make one's performance in a group discussion effective and impressive.

In terms of body language, the following are very useful tips to carry oneself in a group discussion:

1. Sitting with a straight back and both hands on one's knees appears formal and confident simultaneously while also making one feel more confident.
2. Making eye contact with each individual in the group creates more room for communication.
3. Nodding shows respectivity.
4. It is important to be assertive yet humble while also being oneself during a group discussion.

In terms of speech (a very important factor in a group discussion), the following points must be kept in mind:

1. It's great to seize the opportunity to speak first if you have an understanding of the topic and a valid point to make. If not, it is advisable to wait for another to speak and step in for value addition.
2. Facilitate contribution from others..
3. Without aggression, be assertive, without submission, be humble.
4. No one is a personal friend during a group discussion. The tone of the discussion is impersonal and cordial.
5. Avoid creating a fish market as far as possible. If you find yourself in one, break it, by raising your voice just enough to be heard and making a very heavy point (such as facts and figures to support your stand).
6. Statistics and facts are very impressive but need to be real and backed up by references in case one is questioned.

7. Don't repeat a point, be lengthy or irrelevant. Intervene if someone else is going off on an irrelevant tangent.
8. Don't take to making one on one conversation.
9. Be simple in your speech and conclude objectively.
In terms of mindset and behaviour, one must remember:
 1. That one's skills as a team member and personality are being observed by the moderator at all times.
 2. That one is mostly answerable for his/her actions during the group discussion in the personal interview which generally follows.
 3. That being nervous will not help and being genuine will.
 4. That leaders take a topic on its proper path.

Do's and Don'ts of Group Discussion

Do:

- (a) Speak pleasantly and politely to the group.
- (b) Respect the contribution of every speaker.
- (c) Remember that a discussion is not an argument. Learn to disagree politely.
- (d) Think about your contribution before you speak. How best can you answer the question/contribute to the topic?
- (e) Try to stick to the discussion topic. Don't introduce irrelevant information.
- (f) Be aware of your body language when you are speaking.
- (g) Agree with and acknowledge what you find interesting.

Don't:

- (a) Lose your temper. A discussion is not an argument.
- (b) Shout. Use a moderate tone and medium pitch.
- (c) Use too many gestures when you speak. Gestures like finger pointing and table thumping can appear aggressive.
- (d) Dominate the discussion. Confident speakers should allow quieter students a chance to contribute.
- (e) Draw too much on personal experience or anecdote. Although some tutors encourage students to reflect on their own experience, remember not to generalize too much.

Topics for Discussion

1. "Ads On TV Are Alluring Youngsters Towards Corruption. Do You Agree?

Today, TV is the most powerful medium, which affects all segments of society. It creates deep sensation and ripples in the minds of viewers, (especially young ones). But we see too many advertisements and commercials in between the programmes and thereby interrupt these serials etc.

Advertisements relating to high class suitings, costly sarees, cosmetics etc. are tempting the young generation to lead a luxurious life. Their demands will tax pockets of parents, who are sailing under sky-high cost of various articles. Per capita income in our country is very low; thereby living from hand to mouth.

Unemployment in our country is increasing day-by-day. These unemployed youth indulge into various anti-social activities and nefarious designs in order to achieve those items of luxury at any cost. Cost of living is getting so high that a middle class family can ill-afford to buy these luxurious items. The heads of family will be tempted towards corruption in order to meet the demands of young ones.

In this field of advertisements, young beautiful girls are employed as 'models' to attract people towards their products. It encourages vulgarity and nudity etc. by exposing their parts of body. This aspects pollutes the minds of youths. They are getting westernized by copying various life styles projected on TV.

It has of course great advantages also. It can play a vital role in spreading education and many useful information. It inculcates strong feeling for love of motherland. It, of course, increases sale of produces.

2. 'Students' Indiscipline. How Will You Curb It?

Discipline means how to obey order and carry out necessary instruction given by the authorities concerned. It is code of accepted behaviour.

Indiscipline is the opposite word of discipline. Hence, any thing done outside the orbit of discipline results in "Indiscipline" or when an individual clashes with law of the land it is indiscipline.

Indiscipline has become 'order of the day'. It is so common that everyday we hear and read about closure of colleges, schools and other educational institutions.

Cheating in examination, man-handling or principals and teachers, buying of degrees, leakage of question papers etc. are not uncommon. These result in indiscipline. Hence, there is a dire need of discipline to yield better results in all spheres of life. In fact, discipline is backbone of a nation.

There are three agencies, which are mainly responsible for behaviour of students. These are (a) Home (b) School (c) Society.

Home: It is home, where a child gets basic elementary knowledge. It is home where the child learns first lesson of discipline. He moulds his character, behaviour and traits as per environment in the home. Loss of mother's love and strictness of father and

unhealthy atmosphere at home is responsible for indiscipline.

School: Having a good principal and staff in school is much better than rich curriculum or fine building etc. Unfortunately, uninterested teachers have entered into teaching profession, resulting in 'indiscipline'. Education in school is purposeless. Their main aim is to pass examination by any fair or foul means. No emphasis is laid on moral and religious education. It is a means to check indiscipline.

Society: There is a general fall in the standard of morality in society. Discipline affects society to great extent. Some students are economically weak but quite intelligent; on the other hand, rich boys are not so brilliant hence weak in studies. This aspect results in discontentment and frustration leading to indiscipline.

Causes: There are various causes for indiscipline in students:

(a) Loss of leadership in teachers (b) Unqualified teachers (c) Private tuition encouragement (d) Lack of parents-teachers association (e) More leisure time and less studies (f) Inadequate library, laboratory (g) Absence of moral education (h) Defective examination/valuation system (i) Heavy curriculum (j) Lack of vocational guidance and insufficient funds (k) Influence of TV, cheap picture and undesirable fashion among students.

Conclusion: It is imperative the problems of students are appreciated, understood and solved and the relationship between teacher and taught and rapport between parents and teachers is improved.

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3. Should Women and Men Have Equal Rights?

Unhappy marriages and lack of mutual understanding results in loss of peace at home. A man has a wrong notion that he is the master and his wife "mistress" slave. A woman must have a say in household affairs. She has got a fundamental right to be equal partner/shareholder. Gone are the days, when women were not much educated. They used to feel insecure economically. Now, there is a radical change. The women are A Prime Minister, Chief Minister, Judges, Educationists, Scientists and economically independent. In fact, 'God' has created man and woman as equal partners. He never dictated woman as a subordinate creature. Woman just hence be uplifted and status maintained in the right perspective.

If a man and woman get equal rights, they both will work together for the good cause of the nation.

If society gives the women equal status and equal rights there will be complete peace at home and in the country. Earlier this step, better it would be.

Since time immemorial, women have remained under pressure for their better half, but due to advancement in education, science and technology, they are justified to demand 'Equal Rights'.

But on the contrary, this will encourage women to seek divorce. Ladies were not given equal rights since men were afraid that it would lead to disruption of society. A woman hardly wants divorce, but she cannot remain subdued and meet ill-treatment of her cruel husband. A woman feels insecure and seeks full protection of male-members.

Hence, she gives full cooperation to her life-companion. She also realized that if divorced she will not be a happy woman leading another married life.

But at the same time, she demands equal right being self-independent, educated and knows fully her rights and duties under the constitution. She may demand equal rights, but at the same time she must maintain cordial relationship in family. Many unpleasant family quarrels can be well-settled in orbit of facts circle.

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4. Why Brain Drain? How To Reverse It?

By brain drain, we mean the migration of scientists, intellectuals, talented engineers and doctors etc., from one country to another country. Usually, the change takes place from a less developed country to a highly developed place. Why does this process take place. Mainly because of economic, political and social aspects.

Undoubtedly, developed nations can provide: (a) Better facilities; (b) Higher pay and perks; (c) Better standard of living abroad; resulting 'brain drain'.

Another aspect is job satisfaction, much better facilities, advancement in science and technology and high standard of living, which lure the intellectual.

It is gratifying that some Pakistanis are working in high technology position in Western countries. Many are holding coveted key position and are priced very high in the United States and U.K. Some of them have become indispensable by virtue of calibre and dint of hardwork.

5. DISARMAMENT

Chest No. 1.

Once man's ambition for aggressiveness and possessiveness has either been satiated or dashed to the ground, he feels the necessity of lessening the means and methods which were instrumental in kindling the desire. On the heaps of skeletons and charred bodies, against the background of shattered buildings, on the dust debris and devastation, he wants to build an unshakable temple of peace. Disarmament becomes the crying need of the time.

Chest No. 2.

The pathetic scenes of World War-I, the grim horrors, the wholesale slaughter of World War-II and the inevitability of the holocaust of the third World War, made the necessity of disarmament an indispensable programme. The war, where victor and vanquished are, all to be annihilated, is not a political romance worth trying. The conscience of humanity called aloud that the Big Powers must put a stop to the mad armament race, the destination of which is nowhere but the vast sepulchre. The cold war is straining our nerves to the breaking point. The trouble spots on the globe, the flux of Middle East situation, and the Indian aggressive attitude towards Pakistan, especially the Kashmir issue, have all formed an unholy alliance to wreck the possibilities of an everlasting peace and have aggravated the problems.

Chest No. 3.

In the primitive times, the people fought with bow and arrow. The question of disarmament did not arise, as minimum weapons were essential for self-preservation from wild animals. In a dispute, where even lethal weapons were utilized, only the parties to the conflict suffered. In the modern warfare, innocent and guilty, young and old, lovely and ugly are all exterminated within the twinkling of an eye. It was realised by the humanity to eradicate the potential dangers of war.

Chest No. 4.

The League of Nations was the first attempt made to effect reduction in the armed forces of the countries which had participated in the First Great War. The aim of the League could not be achieved due to several factors. President Wilson was the main architect but his country dissociated herself from the League. It was not a universally representative body. It lacked authority and effectiveness, with the result that Nazism built itself in Germany, Fascism sprang up in Italy and Militarism piled up in Japan. Under the pretext of a fight for space on the globe, huge armies were mobilised. The volcano erupted and the lava spread all over the world. Second World War strangled the neck of the League and infant panted for breath but in vain.

During the war, a marriage of situation took place between the Soviet Union and the Anglo-American bloc. The combined might of the Allies defeated the Axis Powers. Atom bomb dealt a real deathblow to the Japs. Victory trumpets were sounded. Victory was not sufficient as the ultimate aim was to establish permanent peace.

Chest No. 5.

In the Potsdam Conference, Stalin, Truman and Churchill met and decided to disarm Germany completely. The United Nations Organisation was formed with the sole object of establishing an everlasting peace. In order to lessen the distrust and remove misapprehensions, the US Government offered to give up atomic monopoly but the promise was not fulfilled and doubts were further strengthened. The Soviet Union also advanced a proposal for Atomic Control by an international body. It was, however, opposed by the Americans. For some time, there was breakdown in disarmament talks. In the year 1949, the negotiations were resumed. In the Soviet Union, an explosion took place and it was considered to be a Hydrogen Bomb test. Before the talks could make any satisfactory progress, there came a sporadic interruption in Korea.

Korean War was over and the talks were resumed. In 1952, a UN Disarmament Committee was established. The USA also tested its Hydrogen Bomb. President Eisenhower suggested that the savings from disarmament should be utilized to create a fund for peaceful use. Atom For Peace Programme was also in the air. In 1955, a Summit Conference was held at Geneva and proposals for open sky inspection and exchange of blueprints were put forward. Due to unhealthy political climate, the proposal met its death. The UN Disarmament Sub-Committee met at London. When the reasons for the deadlocks are critically analysed; it is found that there exists a fundamental difference between Soviet and American approach. Russians want unconditional prohibition of the nuclear weapons. West insists on exception. The Anglo-American bloc believes in defence against aggression and military alliances. Russians see the halt in tests as the first

measure. West has its doubts that the problem might not be solved according to the Soviet suggestions. The Soviet Union wants destruction of nuclear stockpiles and halt in further production. The Anglo-American bloc insists on the creation of a climate of international confidence before embarking on the programme of disarmament.

Chest No. 6.

If the situation is viewed realistically and a dispassionate retrospective account is taken, it is easy to see that the following factors have been responsible for deadlocks:

- (i) Narrow Nationalism.
- (ii) Wrong Concept of Sovereignty.
- (iii) Show of Pomp and Power.
- (iv) Pretext of Self-Preservation.
- (v) Competitive Spirit.
- (vi) War-Mongering.
- (vii) Intransigence.
- (viii) Existence of the Different Systems in the World.

Problems are approached with a view to solving them but in the course of time they become more and more complex. Problems within a problem are created and there is no end to it. There are concrete cases which have been responsible for generating bad blood, creating international tension and a psychology of cold war. Treaty of Potsdam was violated as the Germans were allowed twelve divisions which meant nothing but rearmament. US troops were stationed in many countries, especially in:

- (i) Japan
- (ii) Germany, and
- (iii) Formosa (Now Taiwan).

Chest No. 7.

Latest world opinion is against these uninvited and unwelcome guests.

The nations seem to have forgotten the exhortation of Christ:

"Resist not evil but whosoever shall smite you on the right cheek, turn to him the other also."

Prophet Muhammad (Allah's blessings and peace be upon him) was the Messenger of peace for the whole world. Lord Budhha also preached the gospel of truth and non-violence. Our country Pakistan won her freedom through non-violence and passive resistance. These are all the ingredients of disarmament.

Pakistan has contributed her best to preserve peace and created a healthy atmosphere. Pakistan has followed a policy of non-alignment and dynamic neutrality. As she does not become a party to any military pact or power bloc, she is minimizing the danger of war. Cold war is the main cause of confusion and distrust. Small nations do not have anything to disarm. The question of disarmament concerns the big nations. Pakistan Army has only defensive character. The Soviet advancement in the scientific field especially the launching of the earth satellites has made the chances of war very remote. This has, however, given a shock to the Anglo-American bloc. There is a probability of a frenzied

race for armament.

The chances of disarmament are very rare. There is tilt in the balance of war. Socialist camp seems to triumph over the capitalist bloc. But the problem of disarmament still stands unsolved.

Chest No. 8.

Rearmament means a mad race towards our gaping graves. It means signing our own death warrants. Disarmament means no war, an everlasting peace, prosperity and happy life. It means laying the foundation on which the temple of peace will be constructed and decorated with human achievements in:

- (i) Art,
- (ii) Literature,
- (iii) Culture, and
- (iv) Science.

In the orchard of the world, there will be seen healthy men, happy women and smiling children. There will not be pitiable atmosphere with weeping widows, orphaned children and amputated soldiers. The engines of war must be banned to avoid a mutual massacre. If third world war is fought with inter-continental ballistic missiles, atom and hydrogen bombs, the wreckage would be so widespread that any fourth world war may have to be fought only with sticks, stones and blows.

6. TECHNICAL EDUCATION

Chest No. 1.

Technical Education may be defined as the practical application of the general principles and methods of scientific studies to the teaching of some trade, profession or handicraft.

"In Pakistan, where more than seventy per cent of the population is agricultural and another ten per cent industrial, it is very harmful to make education merely literary and to unfit boys and girls for manual work in after life."

In view of the modern age of industrial and scientific advancement, it is admitted on all hands that Pakistan cannot keep pace with other countries in the march of progress unless our eminent educationists direct attention to the introduction of technical education in our schools, colleges and universities and correct the present faulty system of education which is wholly liberal and hence one-sided. We are taught how to live before we know how to make a living.

Chest No. 2.

Rightly has it been said by someone that there are only three ways of earning one's livelihood:

- (i) Working,
- (ii) Begging, and
- (iii) Stealing.

If one fails to earn by the first method, that is by working, it is natural that one should

earn either by begging or by stealing. Therefore, a youth who has failed to seek a job and earn by working must inevitably turn out to be either a beggar or a stealer. The question which crops up before us is, who is responsible for this production of beggars and stealers and the answer is that it is the want of technical education in our schools and colleges. And if we do not want our educational institutions to produce a generation of beggars and stealers but that of the honest, upright gentlemen who earn their livelihood by the sweat of their brow, then, it is essential to teach the boys in some special branch of:

- (i) Industry,
- (ii) Mechanism,
- (iii) Handicraft,
- (iv) Trade, or
- (v) A profession.

So that at the end of their educational career, they are in a position to find employment easily or failing that start their own private work or business.

Chest No. 3.

Numerous benefits, both practical and moral, accrue from technical education. In the first place, it solves the problem of unemployment by supplying the industries with a large body of trained workers in every line. Secondly, it will pay for the education of our children and make them studious and self-supporting. For this purpose, technical education and manual work must be introduced in schools and universities and students required to pay their fees in the form of labour rather than cash.

Another practical advantage of technical education is that when we shall have our own technicians, a lot of money would be saved which at present goes to the pocket of foreign technicians. Even while they are with us, their real role should be to train the necessary personnel to step into their shoes in due course.

Chest No. 4.

The habit of doing manual work will make our students healthy, strong and agile. They will have to handle tools in a workshop and this will put a strain on their muscles and make their bodies healthy, smart and active. Technical work of minute details will train them in the habits of method and discipline, observation and attention to detail and accuracy. It will also cultivate in them the virtues of patience, faith and industry. Above all, they will realize the dignity of labour and practically learn that work is worship.

In this country, the manual work is looked down upon with contempt by the so-called educated class of people and thrust down into the lowest caste. But with the encouragement of technical education, this feeling of superiority-complex will gradually disappears as it has disappeared in many foreign countries.

Literary education is equally necessary and important to hold the scale in balance:

"If the present schools offer a pathetic spectacle of a training ground of clerks, the future schools would have the dreary aspect of children workers."

A true form of education is one which aims at the full and harmonious development of all the factors of human personality. Man has not his body only and he does not live by bread alone. He has not only a stomach to fill but also a mind to think and a heart to feel.

Charming has remarked:

"A man has to be educated not because he has to make shoes and nails and pins but because he is a man."

Mere technical proficiency in some industry or handicraft will not promote his human qualities and develop in him those virtues which will make a man of him and render his life worth living. Literary education should also be imparted to him so that he may cultivate good tastes, and finer sensibilities for the appreciation of:

- (i) Art,
- (ii) Literature,
- (iii) Philosophy,
- (iv) Religion, and
- (v) A desire to follow noble ideals and aspirations of life.

Chest No. 5.

If literary education is not given, though well-versed in his professional duties, he will be devoid of the considerations of morality and high virtues. He may indulge in bad habits of gambling, drinking and prostitution and waste his money which he earns by virtue of his technical qualifications.

7. AMBITION

Chest No. 1.

Ambition is a strong desire for success or distinction. It may be good or bad. It urges one to great and noble things, it is a valuable asset. But if it is directed to selfish and mean ends, it is usually fraught with great mischief. Misdirected ambition is capable of doing infinite harm. There are, of course, men who seek for themselves, wealth, fame or honour in a selfish spirit, but we cannot condemn them, unless they go to extremes. To gain wealth or power is a natural desire, since everyone cannot be expected to adopt renunciation as his idea. But the unselfish ambition of few great men is the salt that levens society. For example, one whose ambition is to secure the freedom of his country or to relieve the distress of the countrymen is honoured and loved for more than one whose only ambition is to enrich himself.

Chest No. 2.

Ambition lends impetus to work. The motive behind work becomes very powerful, when it proceeds from ambition. Ambition is, roughly, an index of power; and when the ambitious man possesses strength of will, intelligence and capacity for work, he is sure to succeed in life. But to a habitual drone who has neither the will nor energy to work, ambition has nothing to offer. Ambition works wonders for those who plunge into life's struggle with a will, who feel a great enthusiasm for their desired object, and who have the energy to win through at all costs.

Chest No. 3.

Progress and prosperity are but the results of the lifelong endeavours of ambitious men. They do good, not only to themselves, but also to their fellow-beings. Great scientific discoveries, no less than success in business or other spheres of life.

Chest No. 4.

Ambition may sink into the day-dreams of men who build castles in the air. Able men generally wish for things that cannot be realized; their so-called ambition is as empty craving. If the ambition is for a thing that is beyond human endeavour, it is nothing but idle speculation that degrades rather than elevates. We must be careful to weed out ill desires from the mind. At the same time, we should also see that our ambition does not lead us to degeneration. To have an ambition for a base thing is worse than to have none at all. Our aim should always be high. We should never stoop to meanness for attaining our objects. It is only noble ambition that can elevate individuals or societies; and is alone capable of bringing peace and prosperity.

8. CONTENTMENT**Chest No. 1.**

Contentment is self-satisfaction with one's own position. It enables one to bear calmly the hardships, mishaps and miseries he has to face in life.

Chest No. 2.

Contentment is not the same as satisfaction. Contentment is inborn, while satisfaction depends on outside objects. When a man gets what he wants, he is said to be satisfied. But a mind that hankers after more and more cannot get real satisfaction. The contented man does not hanker after what he has not.

Chest No. 3.

Contentment is superior to riches. Riches cannot give us true happiness. A persistent desire to acquire more and more wealth brings as much anxiety to one as a perpetual struggle against want. Luxury is a sort of artificial poverty, for it constantly creates new wants...happiness does not consist in any of them. Contentment is a never-failing source of happiness. Though it does not bring wealth in the sense in which men usually understand it, it extinguishes desire and enables one to put up with trials and afflictions in a spirit of calm resignation.

Chest No. 4.

Contentment sweetens and brightens life. It unlocks the gates of joy. It keeps the mind above distressing passions such as envy, jealousy, ambition and greed. It leads to truth, piety and humility.

Chest No. 5.

True contentment should be distinguished from false contentment. Man may sit idle and remain contented though he has the power to better his condition. Evils, that can be cured should never be endured. Contentment is health of the mind, while discontentment is its diseased condition.

Chest No. 6.

The virtue of contentment may be cultivated and developed. Just ask yourself in your cooler moments the simple question whether you have already as much you really require; and you generally find that you have as much. In fact, many of us have already much more than we actually require; yet we hanker after more. Thus, we are disturbed by

a sense of perpetual want that robs us of true happiness. In His impartial distribution of blessings, Allah has showered many gifts on us; and surely we shall find that we possess them even if we do not strive for them. Why shall we not remain contented then? Why shall we destroy our present contentment by seeking for things that we cannot have? This consideration may also be useful to those who have suffered bereavement or loss. Misfortunes are inevitable, but instead of being broken down by them, we must thank Allah that they have not been worse. There is the story of a Dutchman who broke his leg by a fall from the main mast, but congratulated himself that his neck was saved.

9. DISCIPLINE

Chest No. 1.

Discipline implies submission to orders or to rules. Our mind, like our body, needs a long course of discipline in order that it might not be swayed by passions, prejudices, temptations, and other vices.

Chest No. 2.

Discipline must be enforced early in life. Discipline at home makes for the future greatness of a boy. It forms his character, and makes him a fit citizen. The child who is allowed to have his own way in all things becomes wayward. He will commit all sorts of excesses. But the child whose habits have been disciplined and who has been taught to rise early, to attend to his lessons properly, to take physical exercise at the proper time, and to avoid things that are injurious, will grow up to be a useful member of society.

Chest No. 3.

The value of discipline is obvious in every walk of life. In certain spheres of activity, discipline is the first essential. For instance, in the army, everyone, from the corporal to the general, has to pass through a very strict discipline. If the soldier does not obey orders, if the officer does not obey instructions, there is end of discipline; and the army becomes at once a mere rabble, unfit to do its work. The reasons why a small police or a military force is able to control a mob of thousands, is that the former having been disciplined can act in concert, while the latter cannot do so. We have a glowing example of discipline in the army in Tennyson's poem, "The Charge of the Light Brigade." At the battle of Balaclava, in obedience to an order from the commander, 600 English soldiers charged a whole detachment of the Russian Army. The soldiers did not question the propriety of the order, which was obviously a blunder.

Chest No. 4.

In civil affairs as well, the value of discipline cannot be exaggerated. The government which administers the affairs of a country with the help of a comparatively small number of men, can do so, only because there is discipline among the men it employs. From the government officials down to the village chowkidar, all obey orders and follow instructions. If government servants cease to obey orders the result in chaos. Similarly, in a family, the members should obey its head. If they do not obey, there will be no peace and order. So discipline is of the utmost importance for the stability.

10. THE EVILS OF SUPERSTITION

Chest No. 1.

Superstition is born of ignorance. It is an unreasonable belief in supernatural agencies and omens...in things that cannot be explained. There are superstitious people all over the world, and superstitions are common among savages. Owing to ignorance, the cause of many events remains unknown. So, they believe in some unseen cause. In primitive society, men used to worship trees and stones. Natural phenomena like thunderstorm, lightning and eclipses of the sun, were to them manifestations of the activities of some good or evil spirit. Science has unravelled many of the mysteries of nature. Lightning or an eclipse of the sun does no longer mystify us, as it did our ancestors. We now know that both are quite intelligible results of known factors.

Chest No. 2.

An eclipse of the sun is according to some superstitious people inauspicious for a journey. A particular day in the week is also inauspicious for the same purpose. The evils that result from such beliefs cannot be over-estimated. Let us suppose, that I am directed by a gentleman to see him on a Thursday in the afternoon in connection with an appointment for which I have applied. My mind is full of misgivings, as the day and the time mentioned are inauspicious. I do not go, and the appointment is given to another man. Again, I am going to catch a train, a lizard chirps, and I at once stop, as the chirping of the lizard is regarded by many as inauspicious for a journey. Incalculable loss may be the result.

Chest No. 3.

The fear of ghosts and other supernatural beings creates untold mischief. These visionary things are the creations of fancy; and as superstitious people are naturally moved to fear, it is they who see apparitions. In an unfamiliar and lonely place, when the shades of evening descend slowly, and all nature is quiet, we feel nervous. The person who is free from superstition feels a peculiarly pleasurable sensation in such surroundings. But the case is quite different with a superstitious man. He will, perhaps, tremble with fear, and his imagination and, not unoften, his temporarily disordered brain, will bring fearful visions before his mind. He sees or hears something that he takes to be supernatural, and is at once paralysed with fear. Instances are not rare of people having died of fear caused by some superstitious belief.

11. LOOK BEFORE YOU LEAP

Chest No. 1.

The proverb means that a man should not undertake to do a responsible or difficult work without careful consideration. He ought to measure his capacity for it and consider whether it is at all proper for him to do it, and what consequences are likely to follow if he attempts to do it. In a world, that is full of secret dangers, you should think twice before you set about doing a new thing.

Chest No. 2.

Many young men, and not a few grown-up people have ruined their lives by rash and

ill-considered acts. When we find a young man or boy straying into bad company, we may at once conclude that he must have been led to it thoughtlessly; that is, he did not pause to consider the character of the persons with whom he was invited to mix. What consequences would follow if they were men of bad character, and how it would affect the whole course of his life. In short, the young man had not looked before he leaped. We know only too well that many a promising boy has come to grief owing to an injudicious choice of companions.

Chest No. 3.

The same care is also required in selecting a profession. It is, generally, the guardian or the well-wishers of the boy who do it, but they often do it in a way that ruins his future. If a boy with a taste for science is made to practise law, the result is disastrous. His life is a failure. Again, a boy with a literary taste is sought to be made an engineer with no better result. Or a boy who has no liking for literary education is forced to appear in and pass examinations. If he is unsuccessful in the examinations somehow, his misery does not end there. He perhaps chooses a calling suitable to the education he has received but unsuitable to his temperament. Failure under the circumstances is inevitable. Boys are sometimes seen taking to a profession, simply because it is popular. This is what is called a leap in the dark. It may land one in a safe place accidentally, but generally it leads to failure.

Chest No. 4.

A boy may not be expected to have the mature judgment of old men. But so far the selection of friends or the undertaking of a new work is concerned, he should know that the promptings of his heart are not always a safe guide, because appearances are more often than not deceptive. He should, therefore, consult men of wider experiences in such matters.



12. NO RISK, NO GAIN

Chest No. 1.

The man who is afraid of taking risks can never hope for success. By doing his routine work in his particular sphere, all that he can hope to attain is a tolerable means of living. Wealth is not for a man like him, it is reserved for those few who are always actuated by a spirit of adventure and by an iron determination to fight down all obstacles that stand in the way of success. The world is not a bed of roses.

Chest No. 2.

In all departments of life, we must take risk, if we want to rise above the common level. Now what does 'risk' mean? It means that we must be prepared to sacrifice the prospect of peace, happiness and comfort which we might otherwise enjoy, in order to make an attempt to secure something better and higher. An easy-going man loves to spend his day in comfort and happiness. Further, he has not those worries and anxieties which are attendant upon rises and the uncertainties they involve. But the man who moves forward, regardless of present peace and comfort, a sure prospect of moderate happiness, may have to suffer heart-breaking disappointment and face terrible dangers and difficulties and perhaps put up with insult and ridicule. But it must be borne in mind

that risk, though it often ends in failure, also brings success. And they only deserve admiration, and respect who through repeated failures attain success at last.

Chest No. 3.

The spirit of taking risks, sometimes, works miracles in the career of a merchant. With the keen observation of an expert, he finds out when a great opportunity has presented itself to him. This opportunity may not last long. He makes his determination then and there, and stakes his all to profit by it. At one venture, he becomes a wealthy man. This is taking a risk. And it requires strength of will and ability to bear patiently any loss that might occur. For it is not impossible that the spirit of adventure may result in failure and utter poverty.

Chest No. 4.

When taking risks, we must consider that there is a dark side too. We might be enterprising, but certainly not reckless. When we are going to take any risk, we must carefully weigh the circumstances and if we find that success is more likely than failure, then we ought to proceed; otherwise not. Taking of risks should not degenerate into gambling. Where risks are taken without judging the circumstances, it is not better than gambling. We must, no doubt, make experiments, but we must also be cautious and discreet. We must not act recklessly and launch on new methods, without stopping to think of likely results. Sober judgment and moderation must be our guide.

13. POVERTY

First Member.

Poverty is want. A man is said to be poor when he cannot procure the necessities of life. Poverty admits of degrees. Wealth that is beyond the dreams of a Pakistani peasant, would be to an American millionaire, poverty so intolerable that he would rather shoot himself than try to face the world with it. The miseries of poverty are too many to be enumerated. When a poor man falls ill and has to support himself and his dependants, how cheerless and hopeless does life appear to him!

Second Member.

Poverty has its origin partly in idleness and incapacity and partly in adverse circumstances in which one may have been thrown either from birth or by the irony of fate. True it is that a man is the architect of his own fortune. But, is it not equally true that circumstances also make him what he is? There are some who have never known what a happy day is. Is it due to their own fault? Certainly not. Born poor they did not receive a proper education and thus had not the power or opportunity of making a headway in life. Man, with all his wonderful powers, requires favourable circumstances to back him up. Once, he gets a start in life, he can fairly journey through the difficulties of the world, and can even help his weaker brethren.

Third Member.

Poverty is, in some cases, due to one's own faults, but very often it is entirely due to the circumstances a man is placed in. Whether it is the one or the other, a man should never slacken his industry, nor give way to despair, while fighting against poverty. When

the weather is clear, it is easy enough to steer a ship; but when the very elements are at war and the billows rise mountain-high, it is not easy to take charge of the helm. The path of life is not equally easy for all men. For some, it is broad and smooth, for others it is narrow and rugged. Glory to the man who can surmount the obstacles of poverty by cool courage and firm determination.

Fourth Member.

Poverty is, no doubt, depressing. The poor man's merits are not recognised in these days, when merit has come to be measured by the amount of money a man earns or inherits. The successful shopkeeper is given a better welcome than the poor scholar engaged in enriching man's stock of knowledge in the seclusion of his study. But this ought not to depress a poor man. Let the poor man bring forth all the best and most brilliant qualities of his head and heart, and fearlessly walk on the path of life in spite of obstacles, sorrows and calamities.

14. SELF-HELP

First Speaker.

Self-help is the habit of confidently standing on one's own legs. Allah helps those who help themselves. He has no sympathy for the shirker or idler who cries aloud to Him for help and never puts his own shoulders to the wheel.

Second Speaker.

Every man should bear his own burden. To be dependent on others is a curse. Living upon charity robs us of independence and undermines manly virtues. A nation that is composed mostly of idlers can never prosper. When a nation is fallen, the army of drones consumes the hard-earned wealth of the few workers.

Third Speaker.

Like every other habit, the habit of self-help should be acquired in infancy. Children should not be helped too much when they dress or work. He who begins with crutches retains them to the end. In school too, the habit of self-help should be insisted on from the beginning. The students' own tendencies should be given a free-play, so long as they do not lead to manifest mischief. The teacher's duty is to help and guide. In games, likewise, the player who relies on his own efforts is sure to succeed. Even in games like football where players have, according to the nature of game itself, to depend on their colleagues, the skill and exertions of individual players are an important factor.

Fourth Speaker.

The importance of self-help as a means to individual or national progress and prosperity, has been out to help our talents and virtues and strengthen our character, while hope from outside tends to weaken us. Most men do not know their own worth, because they always depend upon others and never exert themselves. But if they can once dispel this timidity and boldly stand by themselves, they will find that there is nothing to be afraid of. What once appeared to be beyond their capacity will soon be quite within their power; and what was once considered impossible will soon be an easy task.

Fifth Speaker.

Nothing is sweeter than what we earn by the sweat of our brow. Gifts, however, welcome, are not half so pleasing as the coarse fare earned by honest toil. The wretch living on the fortune of his rich relative or neighbour is a stranger to that joy which the day-labourer feels when he partakes of his hard-earned bread.

Sixth Speaker.

No work is well-done unless we do it ourselves. Great men have never depended wholly on subordinates. Khalid (R.A) himself carefully inspected his army, and nothing escaped his vigilant eye. Napoleon and Wellington, similarly, looked to the minutest needs of their armies. So, to be great, happy and successful in life, we should never depend on others for what we might do ourselves.

15. PROHIBITION OF WINE (KHAMR- خمر)

Chest No. 1.

The Arabic word for wine is khamr (خمر) which means "it veiled or covered or concealed a thing." It is called Khamr because it "veils the intellect".

Chest No. 2.

The Quran prohibits intoxicants in 5:90 which reads thus: "O you who believe! intoxicants (wine, etc.), games of chance, and sacrificing to set up stones, and the divinities ; rows, are only an uncleanness, the Satan's work. Therefore, shun each one of them that you may be successful."

Chest No. 3.

Hadith also prohibits wine and other intoxicants. Al-Bukhari in 64:61 says: "As wine is prohibited on account of its intoxication, it is stated in a hadith that every intoxicant is prohibited. Bhang (بھنگ), charas (چراس), opium (افیون) tobacco, cigarettes, niswar (نسوار), and all other intoxicating things are, therefore, also forbidden. There is another hadith (M. 38:3), according to which one Tariq bin Suwaid (R.A) was ordered by the Prophet (Allah's blessings and Peace be upon him) not to make wine, and when he said that he made it to be used as a medicine, the Prophet Muhammad (Allah's blessings and peace be upon him) replied that it was not a medicine but a disease.

Group Discussion Tests in Outlines

1. Blessings and Evils of Money.

Outline:

- The money which has been earned through legal sources as commanded by Islam, and out of which Zakat is paid, has got numerous blessings.
- That money is helpful in bringing up children. It is helpful in imparting them real education, real training, real job, real business, etc.
- That money is helpful in propagating Islam in the world, which is the real aim of man's worldly life.
- That money is helpful for the cause of Jihad.
- That money is distributed among the poor as Zakat, which dispels poverty among the masses of the world.
- That money is able to expand Islam in the mankind and to establish powerful caliphates throughout the world.
- That money makes a nation strong.
- It develops trade, etc.
- On the other hand, illegal money invites many misfortunes.
- The illegal money, in the form of interest, humiliates nations as well as individuals. Many nations have been destroyed from this world due to usury or interest.
- The money makes an individual or a nation material-minded.
- It is base of countless quarrels in the world. It becomes basis of both individual and national disputes.

* * * * *

2. Bring out the Values of Tactfulness, Boldness and Cleverness in Winning Friends.

Outline:

- The art of tactfulness commands of utmost importance in the field of winning friends.
- The art of tactfulness helps in winning other people because it avoids to invoke their tempers.
- Tactfulness is the way of making friends.
- The art of tactfulness is victorious, where cleverness and boldness fail.
- The habit of boldness helps in establishing relations of good friendship with others.
- A bold man is loved by other people.
- The spirit of cleverness helps in winning friends.
- A clever man reads the psychology of other people and is, thus, able to make faithful friends.
- A man who enters in clever talks with other people wins them.
- Cleverness wins where boldness fails.

3. The Sphere of Influence of Friends, Teachers and Parents Upon Their Boys.

Outline:

- A boy spends most of his time with his friends.
 - It is the company that makes or spoils a boy.
 - A boy learns from his companions as he has easy access to them.
 - A good company of friends goads a boy for healthy competitive writ, which makes him successful in life.
 - A boy learns much from his teachers.
 - A good teacher enables a boy to lead a successful life, both in this temporary life and the Hereafter.
 - A boy gains his health and spiritual power under the affectionate love of his parents.
 - He learns much by imitating his parents. Therefore, parents must develop Islamic values in them.
 - The parents are the real sources of love and fear for their boys.
- * * * * *

4. Role of United Nations Organization.

Outline:

- After the failure of the League of Nations, the United Nations Organization (UNO) was established in 1945 and there were great expectations from it to the world nations.
 - It has failed to achieve its aims. It does not relieve the weak nations but adds to their difficulties.
 - It was established for the benefits of the Big Powers. They enjoy Veto Powers and always injure the interests of the weak nations.
 - The cases of the Middle East, Cyprus, Kashmir, Junagarh, Hyderabad, etc., are still pending with it.
 - While the UNO has failed in its basic objects, it has performed some minor works.
 - Its educational, food and other organisations have done very little work.
 - It also aims at disarmament of the Big Powers.
 - The inclusion of China in the UNO and its becoming the Fifth Big Power of the world, can bring some credit to it.
- * * * * *

5. Evaluate the Services of Soldiers (Mujaheds) and Teachers for a Country.

Outline:

- Meaning of a soldier or a Mujahed (مجاہد) in Islamic sense.
- The greatest sacrifice in the cause of Allah or cause of Islam made by a Mujahed or a soldier in the form of Jihad (جہاد).
- A Mujahed who lays down his life in Jihad has got the greatest regard in Islam.

- The Quran in 2:154, 2:244 and 61:4 says thus: "And do not say those who have laid down their lives in the cause of Allah that they are dead; but in fact they are living (in Alam-e-Barzakh), although you do not understand it." "And fight in the cause of Allah and know that Allah is Hearer and Knower of all things." "Surely, Allah likes those who fight arrayed in ranks in His cause, as if they were a solid structure with molten lead."
- A soldier propagates Islam in the world.
- He enables the Muslim countries of the world to keep their frontiers intact. He also helps in uniting the brotherly Muslim countries together on the principles of Islam. He endeavours in bringing the Muslim world under one Caliphate (Khilafat-خلافت) as commanded by the Quran and the Hadith (حدیث).
- A soldier or a Mujahed is the greatest benefactor of Islam.
- A teacher has also got great regard in Muslim society. But his service is far less important as compared with a Muslim soldier or a Mujahed.
- A teacher moulds the lives of the Muslim Millah according to the tenets of Islam.
- He tries to make the younger generation to succeed, both in this world and the Hereafter.

TEST DISCUSSIONS

1. Anger.	2. The Causes of National Decay
3. Charity.	4. Courtesy.
5. Flattery.	6. Friendship.
7. Liberty.	8. Manual Training.
9. Patriotism.	10. Unity.
11. Transplantation of Man's Heart.	12. The Whole Universe is Muslim.
13. Islam Promotes Peace.	14. Man's Foot on the Moon.
15. The UNO Fails in its Mission.	16. Science is not Without Limitations.
17. Life in the Hereafter.	18. Pakistan's Progress in Industrialisation.
19. Disarmament.	20. Muslim Summits.
21. Palestine Problem.	22. Kashmir Problem.
23. Middle East Problem.	24. Need of Islamic Education.
25. Obligation of Jihad in Islam.	

Short Lecture

Introduction:

It is a sort of short speech test, imparting knowledge and passing information. ISSB lays emphasis on the power of speech. It is a means through which a candidate can impress other aspirant candidates by his expression, fluency, manners, elasticity of thoughts and delivery. "Spoken words rule the world".

GTO gives each candidate a 'cardboard' piece, on which 3 topics are printed; relating to current affairs, political events or topics on social, economic environment and technology. Each candidate is called turn by turn to pick up a card. He is asked to select any one of the 3 subjects given therein. Then he is asked by GTO to make a short speech not exceeding 3 to 5 minutes time. This is extempore lecture whereby he can impress others by his eloquence, delivery of speech.

It is of great importance that a candidate should choose a subject, about which he has sufficient knowledge.

Important Points to Remember:

1. Time is short (only 3 minutes). Hence, jot-down important points and give your very best.
2. Divide your lecture into 3 phases/parts: (a) Introduction, (b) Body, (c) Summary or Conclusion.
3. Don't get nervous. Be cool, calm and collective. Don't be conscious.
4. Speak with full confidence.
5. Stand in a relaxed manner.
6. Be careful about your mannerism. Avoid fiddling with any part of your body.
7. Be enthusiastic. Put life and spirit in your delivery.
8. Keep voice normal. It should be neither too high nor too low.

There is a great demand of Pakistani technicians, nurses, electricians, plumbers and vehicle mechanics etc. in Gulf countries. Of cost of living is very high, but even then NRIs can easily manage to save a lot of money.

The Brain Drain rises mainly due to unemployment. This leaves the educated youth aggrieved and frustrated. Our country cannot provide high class equipment, matter and material and other facilities for advancement in science and technology.

Partially, our education system is faulty, since it is not job-oriented.

These NRI, even if they want to return to native place, are afraid whether they would be provided with the same facilities, as in western countries, especially, when ladies of NRI, are nicely employed and children studying in fine schools. But the country suffers. In order to stop or curb this Brain Drain, various steps and measures are being taken by our government. Our Prime Ministers have been appealing to these renowned scientists and technologists to return home and work for improvement of our nations, but there exists no satisfactory conditions and facilities in our country at present.

MODEL OR SPECIMEN LECTURETTES

1. INFLUENCE OF CINEMA

Cinema is the most popular form of entertainment today. It is indeed a good pastime for people of all ages. It is generally associated with entertainment or amusement. Besides, it shapes and moulds the views and character of youths. It is a popular medium of instruction. It is one of the best method of imparting education, especially for adult illiterate people. Documentary films combine instructions with entertainment. Social evils are shown and exposed through medium of cinema. Evils like dowry, untouchability, superstition, sense of patriotism and act of bravery are shown through films.

It has great commutative value (beside recreational and educational) and government can communicate to its people, its policy programmes, and achievements etc. It can help in mobilizing public opinion on issues of national importance.

It has also provided employment and occupation to thousands of people. It gives direct and indirect services to Actors, Actresses, Photographers, Technicians, etc.

In addition, cinema has cultural value. It can instill into cine-goers a love for our cultural past. It teaches us moral and spiritual values and inspires the young generation. It has certain disadvantages also. Young boys and girls blindly copy the Hero-Heroine and Villains and do all sorts of unpractical deeds.

2. THE FUTURE OF ENGLISH IN PAKISTAN

When the English came to Pakistan, they found it difficult to carry on their day-to-day work in Pakistani languages. It, therefore, became utmost necessary to teach 'English' to Pakistanis. Lord Macaulay wanted to raise a class of English knowing persons, who could help in running administration (raised an army of clerks). Pakistani students began to learn English for the sake of employment.

But after dawn of independence, and after departure of Britishers from Pakistan, there sprang a strong feeling not to retain English in our country. They laid stress on giving proper recognition to our national language e.g., 'Urdu'. But difficulty arose, since most of the subjects were taught in English and switch-over from English to Urdu was not possible. Hence English was retained. A great difficulty is being experienced, because advanced books are published in English. Therefore, the study of English is essential, specially in higher classes of science and technology. If our students go abroad, they have to study English. This is the only media, through which they can contact and communicate with other countries.

English today is a unifying force in the whole world. Moreover, English language as such has a vast treasure. English must be retained for some time more, till our advanced books are published in Urdu.

3. CO-EDUCATION

Co-education is a system of education, in which students, both boys and girls study together in educational institutions. Most of the advanced countries have since adopted this system. Conditions in our country were different. Our society was earlier not in favour of co-education. But by passage of time, introduction of co-education has been accepted by mostly of enlightened men.

System of co-education has several advantages. It is economical and hence beneficial to poor countries. Separate schools and colleges for both boys and girls entail a lot of expenditure. More especially, separate professional colleges like Medical, Engineering and Computer Training Center would definitely be criminal waste of money. Secondly co-education develops healthy atmosphere amongst students of both sexes. They try to put on best possible behaviour. They begin to understand each other well. This step proves useful in future life. The common misapprehension is that free meeting of boys and girls (especially adolescents) may lead to evil and undesirable result (besides mental development of both sexes varies). On the whole, coeducation system has proved very useful throughout the world and Pakistan must encourage. It should be at higher education level and not at primary and secondary schools level.

Introduction:

Speech Test is given to see if the candidate has the power of arresting the attention of a group. In fact, it simply means that the candidate is able to impress others by his manner of expression, fluency, clarity of thoughts, fine delivery etc. This has to be done just in three minutes.

The subjects below have been selected from those set at the recent ISSB Interviews for Speech Test.

1. Can the secrets of nuclear research be shared among all nations?
2. Money—Is it an evil or a blessing?
3. The book you like most.
4. Disarmament.
5. The role of U.N.
6. Peaceful uses of atomic energy.
7. The leader you admire most.
8. Military life has close link with N.C.C. and sports as a career.
9. Future of democracy in Pakistan.
10. Beggar problem in Pakistan.
11. How can recruitment in Pakistan be encouraged?
12. Which of the three Services—Air Force, Navy or Army—should be increased in Pakistan?
13. Discipline and its importance.
14. Cooperative farming in relation to increase in yields.
15. Illiteracy in Pakistan is serious bar to progress.
16. Should foreign publicity in Pakistan be curbed.
17. Pakistan's publicity abroad—Is it adequate?
18. Unemployment in Pakistan—how can it be tackled?
19. Compulsory Military Training.
20. Science can abolish poverty in backward countries.
21. Emotional integration at school stage.
22. Which comes first, mental health or physical health?
23. Double standards, one for the West and another for the East, cause tensions and cold war.
24. My ideal of a teacher.
25. Importance of hobbies.
26. Modern means of transport.

27. Dignity of labour.
28. Classless society.
29. How can we build a strong nation?
30. Importance of character.

Some Hints For Speech Test

Suppose three subjects below are given. How could you go about it?

Games and sports.

Ideal of a military officer.

Why do you want to join the services?

Were you to choose the first subject, you would quickly make a mental note of the points that come uppermost in your reckoning.

Games provide relaxation. The body gets as much attention as the mind. Discipline, team spirit, leadership, co-operation, sportsmanship, initiative, toughness, mind and body remain equally strong.....

In the second subject, ideal of a military officer, like points could be gathered beginning with sound education, love of country, discipline, character, daring, initiative, spirit of adventure, impartiality and sympathy, punctuality, social popularity, neatness and smart appearance.....

The third subject will call for points, which the individual one can decide. Among other things, love for country and a desire to defend her, discipline and valuable training, stipend during training, steady career, healthy life, adventure.....

The mind should be so trained as to yield points at short notice. Once the train of thoughts starts, the flow will be easy. During the ten days, several speeches should be prepared in advance. No attempt at memorizing, however, should be made, trusting the mind to cope with the situation.

Advice to the Candidates:

1. Select the subject on which you can get the greatest number of points within the limited time at your disposal.
2. Arrange your thoughts before you begin to speak. Then stand in an easy position to speak to the group. Avoid resting on one leg and the other alternately. Then start with these words: "Mr. GTO and Friends, I am going to express a few thoughts on (mention the subject).
3. Avoid unnecessary movements of hands and legs as these show nervousness.
4. Speak in a moderately high and pleasant voice so that everybody could hear you and enjoy your lecture.
5. Be careful to avoid politics and controversial points. Men in the armed forces are expected to be above politics and other matters that divide people and cause conflicts. Keeping these things in mind, you have to speak accordingly.
6. As far as possible, follow the order that is natural so as to impress upon the GTO that you can present your ideas clearly.

OLQ

(Officers Like Qualities)

Important and essential qualities of a service officer (which ISSB look for in the prospective candidates), are given as under. The candidates are advised to inculcate and cultivate these "OLQ (officers like qualities) Factors".

(a) Factor I—Planning and Organisation:

- (i) **Effective Intelligence:** Capability to deal with practical situation and act as per recruitment of the situation.
- (ii) **Reasoning Ability:** Ability to grasp and uptake the situation and arrive at conclusion, by rational thinking.
- (iii) **Organising Ability:** Ability to plan and organize resources (and to make their best use) capacity to finish the given task in a systematic manner (within the stipulated period).
- (iv) **Power of Expression:** Ability to put across one's point/idea clearly and vividly with ease. One should be a good orator and also a good listener. Candidate should speak fluently with confidence.

(b) Factor II—Social Adjustment:

- (i) **Social Adoptability:** To adopt to changing environment and also to adjust accordingly.
- (ii) **Co-operation:** Participation in working together. Harmony and helping each other.
- (iii) **Sense of Responsibility:** Willing to discharge responsibility and given duty.

(c) Factor III—Social Effectiveness:

- (i) **Initiative:** Ability to initiate (start) and sustain act.
- (ii) **Self-Confidence:** Faith in one's ability to meet critical situation and event.
- (iii) **Speed of Decision:** Capability to arrive at workable situation judiciously and expeditiously.
- (iv) **Ability to Influence Group:** Ability to bring about willing effect from the group.
- (v) **Liveliness (Cheerfulness):** Capacity to keep one buoyant.
- (vi) **Resourcefulness:** Capability of the leader to deal with the situation without normal available means and material.

(d) Factor IV—Dynamicism:

- (i) **Determination:** A firm resolution. It implies fixedness of purpose, concentration and will-power.
- (ii) **Courage:** Ability to take bold proposed risks.
- (iii) **Stamina:** Capacity to withstand physical and mental stress and strain to undergo prolonged endurance.

GENERAL INSTRUCTIONS/ ADVICE TO CANDIDATES

1. Candidate must remain cool, calm and collective. He should be normal and natural during the period of selection.
2. He should not look serious (like aghast). He should take everything casually.
3. He should be helpful and cooperative with other candidates. He must not show selfishness or remain aloof. He should behave like a perfect gentleman.
4. He should look smart and properly dressed; especially when appearing before interviewing officer.
5. He must remain alert and listen to given instructions carefully and work intelligently.
6. It should be noted that the aim of ISSB members is to assess and discover candidate's innate and inner personality. He should have all-round and well-balanced harmonious development.
7. The members of ISSB are not there to reject you outright, but on the contrary, they probe into your wholesome personality. They discover in you, "Officer Like Qualities".
8. A defence officer has to act and react as per the gravity of situation. He must take accurate and correct decision in the fitness of things.
9. It is of paramount importance that a candidate cooperates fully with all the members of the Board. Yours' this aspect will enable them to find your traits and characteristics.
10. Do not try to bluff. If you do not know the correct answer of any question; say "sorry" and regret for your ignorance. A candidate must be sincere, reliable and straight forward. He should not feel disgusted or defeated for having been 'Not-Selected'. There may be many other avenues open for you or else be a computer engineer, scientist, or a philosopher.

Group Planning (Military Planning)

Introduction:

This is an indoor test, employed by GTO, with a view to test the planning ability of the candidate. It deals with certain difficult problems, described in various situations. GTO tests a candidate's mental alertness, grasping power, power of understanding and finally finding out correct solution within the stipulated time. Here in the group task, a candidate's capacity to work in team or group is also adjudged.

GTO issues a copy of the printed narrative to each candidate. Thereafter, he explains the various details and situations existed therein. It is explained on 'Sand Model' and GTO ensures that each candidate has fully understood the problem and situations. The (candidates are hence advised to read the narrative fully) GTO asked candidates again to have their doubts cleared.

Once candidates have understood the narrative, GTO directed them to write their solution on a sheet of paper. After the written work is over, candidates (as a group) are asked to discuss the given situation and problem at length. They are supposed to arrive at a solution, acceptable to all members. Once the final plan is accepted, one of the candidates is asked to read the Final Plan. (This plan is only made after heated discussion on the situation and problem given by GTO).

General Instructions (To Candidates):

1. Candidates must read carefully, the instruction given by GTO and jot-down its minutest detail.
2. Ensure that you have fully and correctly understood the requirements of problem. In case of doubts, these points can be clarified.
3. It is of paramount importance that you take active part in group planning and discussion. Give your thoughtful solution with confidence and clarity.
4. Don't interrupt anyone, who is speaking or giving a solution. You should only speak when someone's points/ideas you are likely to put forth.
5. It is utmost necessary to remember for Military Planning:
(1) Time at your disposal (2) Men with you (3) Material and equipment with you.



Hanab P. Ward

EXERCISES

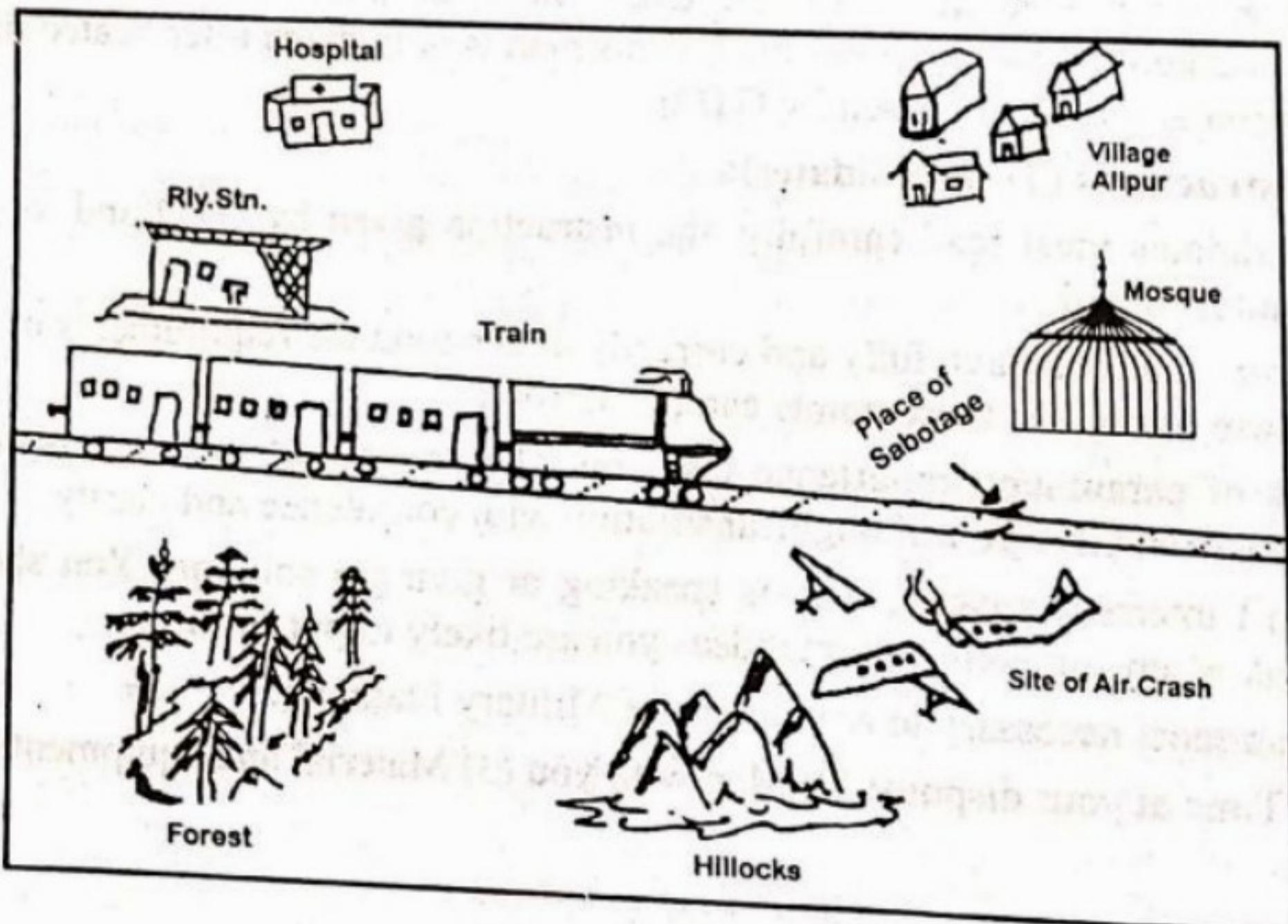
There are given some exercises to come up "Group Planning".

EXERCISE I

Narrative:

You are leading a party of 10 men. They are provided with arms, ammunition and a jeep. You are confronted with the following situations:

1. You have been allotted one hour of time. Within this period, you have been alerted that there is likelihood of a sabotage on the railway line 2 km from Railway Station.
2. Again you noticed that an Air Crash has taken place in hillocks 5 km from Railway Station.
3. You also learnt that terrorists had struck in village Alipur 15 km away.
4. One villager came running to you to inform you that a tigress has mauled 2 women and they are lying unconscious in the forest nearby.


Aim:

- (a) To stop train at least one km away from the place of sabotage (to avoid colossal loss of lives).
- (b) To render all possible assistance to victims of air crash. Arrange their safety, movements to nearby hospitals and encircle the area to prevent bad elements from nefarious design.
- (c) To apprehend or kill the terrorist that struck in the village.
- (d) To give first aid to injured in the forest and remove them to nearby hospital.

Suggested Plan:

- As party commander, I will inform the civil authorities immediately (a) Both station masters of incoming/outcoming railway stations (b) Civil Police authorities (c) Civil Hospital authorities (d) Villagers (especially Ex-Servicemen there).
- I will send one man together with a jeep and driver to stop the train. This man will be instructed to give signal to driver of train to stop it (by any red cloth, or red flag, or any red article). He will explain to the driver about the 'Sabotage', who will take necessary action.
- With the help of police and medical authorities, we will cordon off the area of air crash: Render all possible assistance to victims and shift them to place of safety. Dead/injured will be removed to nearby hospital.
- A force of local youngmen (especially Ex-servicemen with arms) will be mobilized and encircle the village to face the terrorists and eliminate them from scene.
- Send one man with gun for injured ladies in forest.

EXERCISE II HIDDEN TREASURE

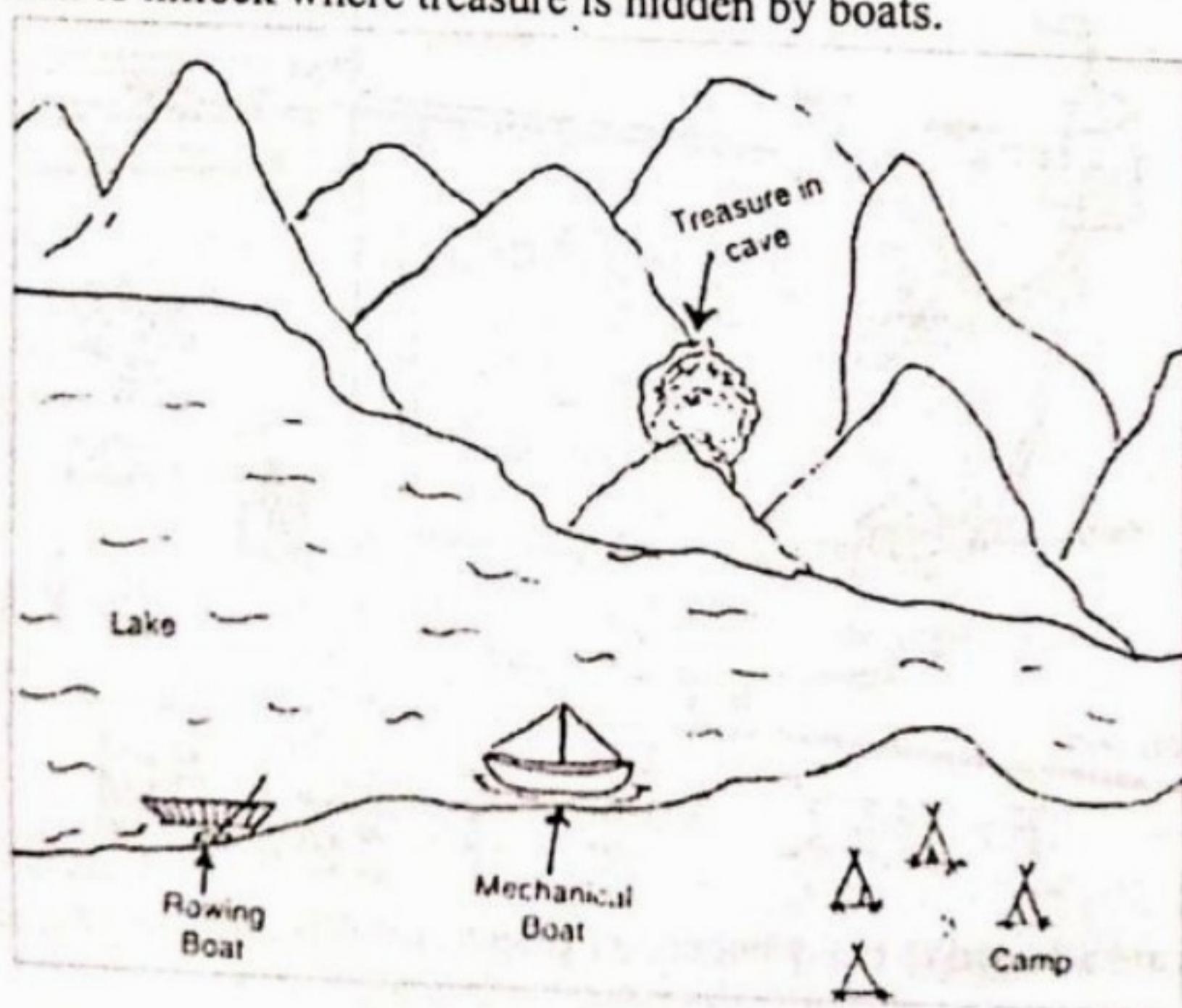
Narrative:

You are company commander. 6 men are detailed for the task. You have got a rowing boat, rope, and a mechanical boat.

Commander asked you to locate hidden treasure dumped by the robbers in hillock across the lake. Treasure is always guarded by 2 men round-the-clock. How to get back treasure?

Suggested Plan:

- I will watch the activities of the robbers.
- Approach to hillock where treasure is hidden by boats.



Task:

1. If our men will go by boat during daytime to destination (cave where treasure is hidden), they will be observed and attacked.
2. During a night, rowing boat cannot function smoothly and will make noise while rowing.
3. I along with my 2 active men (who are expert) will move by mechanical boat. Other jawans will be alerted on our reaching. We will switch off the machinery of boat (when it has attained momentum) and take the enemy by surprise, supported by our remaining soldiers who follow us at a distance in rowing boat and are well-equipped. Then robbers will be nabbed during night and booty will be recovered. Robbers will be handed over to police and treasure handed over to Government.

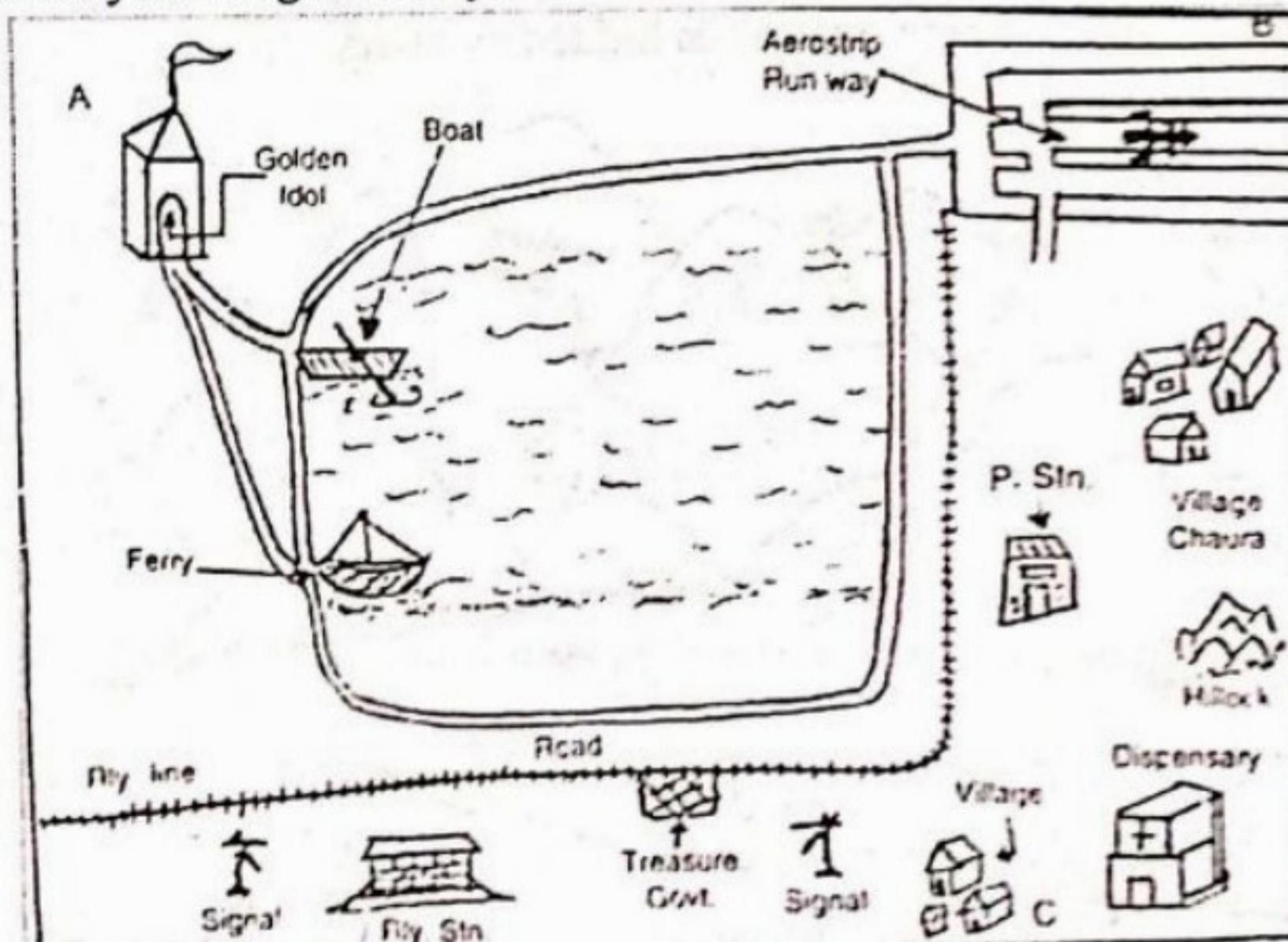
EXERCISE III

You are commander of men, material and time as given below:

1. 8 Armedmen
2. Time—4 p.m. to 6 p.m.
3. Jeep
4. Boating facilities

Task:

1. You are asked to protect the golden idol being smuggled from Temple (A) by foreigner and being flown away from Air Strip (B).
2. You are to safeguard govt. treasure which is being looted by robbers at Railway Station nearby a Village (C).
3. Protect your men and material from any loss.
4. Protect any sabotage activity.



Students are advised to make necessary plan to achieve the said objective.

Group Tasks : Outdoor Tests

Introduction:

If nature is against us, we shall fight Nature and make it obey.

—Simon Bolivar

Thus from the war of Nature, from famine and death, the most excited objects which we are capable of conceiving, namely, the production of the higher animals, directly follows.

—Charles Darwin

The Origin of the Species

"The Right of Nature", which writers commonly call *jus naturale*, is the liberty each man hath, to use his own power, as he will himself, for the preservation of his own nature, that is to save his own life; and consequently, of doing anything, which in his own judgement and reason he shall conceive to be the aptest means thereunto.

—Thomas Hobbes

Leviathan, Part 2, of Commonwealth

The objective of the Indoor Tests and the Outdoor Tests is one and the same, which is to assess the suitability of a candidate for training as an officer in the Defence Services. The purpose is to discover the potential leaders of fighters in the defence of the country.

The Outdoor Tests have a great potentiality of discovering the true qualities of a candidate for his fitness in the Defence Services, because the Armed Forces essentially lead an outdoor life and they are perpetually under outdoor tests all their professional careers.

The outdoor tests are directed to discover qualities of leadership, intellect, initiative, originality of ideas, planning and organisation, self-confidence and spirit of cooperation.

Kinds of Outdoor Group Tests:

The GTO orders the following tests in the following order:

- (i) Progressive Group Task
- (ii) Inter Group Obstacle Race or Snake Race
- (iii) Half-Group Task
- (iv) Individual Obstacles
- (v) Command Task
- (vi) Final Group Task

PHYSICAL TASKS

For these physical tasks candidate should be carrying white short shirt, white shorts, white canvas shoes and white socks.

1. PROGRESSIVE GROUP TASK

This task falls in outdoor series of tasks. In this task a group of 8 to 10 candidates are required to cross 4 obstacles of hindrances or restrictions in 40 minutes as a whole group. In tackling these hindrances, the candidates have to attach much importance to

bridge, lever and swing as well as the helping material which they have to carry while crossing obstacles. Group testing officer will explain the nature and rules of task in the beginning.

Helpful Hints for Progressive Group task

In tackling the obstacles of "Progressive Group Task", there are as a matter of fact, three main principles which are involved. They are, lever, bridge and swing. The plank or planks that are employed as helping material can be used either in the form of a lever or bridge according to the circumstances. A rope should invariably be tied, as the case may be, to the remotest end of the lever or bridge. This is very essential because it becomes impossible for the candidates to get or pull back the plank once they crossed over. Some of the fundamental rules which the Group Testing Officer clears to the candidates before beginning the task are;

1. Out of Bounds Rule

The whole ground area and any other structure painted red between the start line and the finish line, and their helping materials and loads are out of bounds to the candidates. There is punishment for any candidate or any object that touches the out of bounds area. The defaulter have soon to go back to the star line of that obstacle. If any object touches the out bounds areas, then the object should be carried back by the defaulter to the stat-line and then it should be brought forward again.

2. The Four Feet Rule

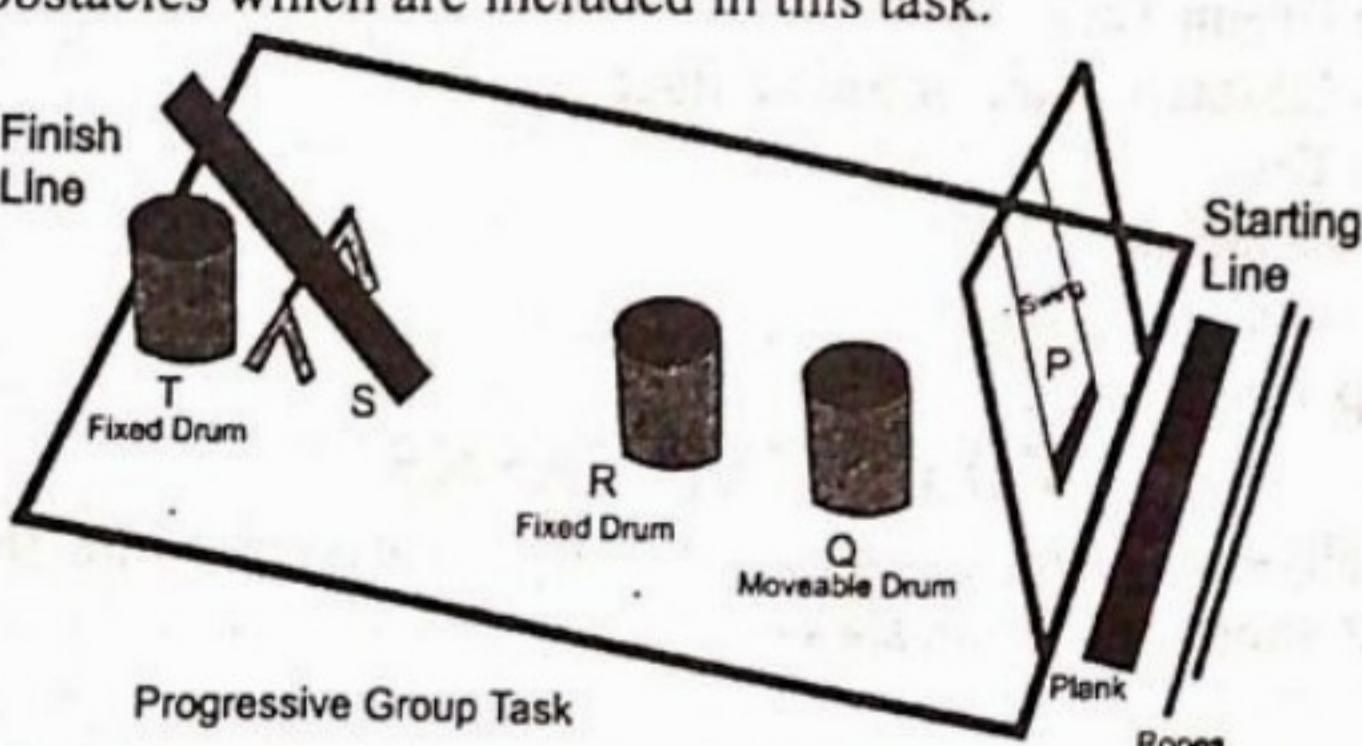
The candidates are not permitted to jump any distance exceeding 4 feet either in length or in height. Such distances, are to be crossed with the assistance of the helping materials (ropes or bellies).

3. The Group Rule

Every obstacle should be crossed by the whole group with its material and load, before the next obstacle is tried by anybody in the group.

4. The Time Rule

The task should be concluded in 40 minutes. There is no time limit for each of the four obstacles which are included in this task.



Example 1.1: In the following hindrances, with the assistance of a plank and two ropes, the candidates are required to cross it over, where candidates are forbidden to jump up or down or cover a distance of four feet. There is punishment for any candidate or any object that touches the out of bounds red area. The time require to tackle the hindrances is

40 minutes.

Objectives:

The main objectives of the test are—

- (i) to test candidates' ability to tackle problems of practical nature which one may find in life;
- (ii) to test the practical ability of the candidates to work in a team;
- (iii) to find out the planning ability of the candidate;
- (iv) to find out the resourceful of the candidates i.e., the ability to utilize manpower and material; and
- (v) to find the candidates' attitude towards the other members of the team.

Nature of Group Obstacles:

These obstacle exercises are leaderless group exercises, which cannot be tackled by a single individual alone. The entire group is required to work in a spirit of cooperation. However, the candidates must remember that these exercises admit of a number of solutions and candidates of average intelligence can do these exercises if they think with a cool head. They should not become nervous at the very sight of the obstacle.

General PGT Requirements:

1. The candidates have to cross some obstacles from the SL (Start Line) to FL (Finish Line), both of which are clearly marked out.
2. The candidates have to carry a certain load of a burden or a burden of a load on a stretcher.
3. They also carry supplementary materials, like *ballis*, ropes and planks, from SL to FL.
4. Certain areas are marked "Out of Bounds" which have to be avoided.
5. Certain material or structures marked "red" between SL and FL must not be touched.

Procedure:

The following procedure is adopted for the administration of this test:

1. The GTO explains the needs of the test to the candidates that they have to carry a certain load with the supporting material from the Start Line (SL) to the Finish Line (FL).
2. He explains what is "Out of Bounds" and what materials and structures are not to be touched. "Out of bounds" means places where the candidates are not allowed to go.
3. The GTO gives the candidates the supporting materials which have to be carried along throughout and which are essential for the solution of problems.
4. They are also told about other rules which must be borne in mind.
5. All obstacles are explained and clarified to the candidates one after the other.
6. Then GTO asks the candidates to understand everything and have their doubts clarified before they proceed to the solution of obstacles.

Rules and Penalties:

1. If any candidate touches any point in the area marked "Out of Bounds", he has to bear the penalty by going back with material to the Start Line of that particular obstacle and begin anew.

2. The entire group must cross the obstacle before they are allowed to tackle the next obstacle.
3. The candidates are permitted to jump distances up to one metre in length and height. Distances beyond one metre have to be crossed with the help of supporting material like *ballis*, planks or ropes.
4. All obstacles have to be crossed and completed by all in forty minutes.
5. The path to be followed must be strictly adhered to.

Simple Engineering Principles:

The candidates are allowed to follow simple engineering principles in overcoming their obstacles:

- (i) They can make a lever by combination of planks with rope tied at one end and supported by a drum.
- (ii) The two ends of a plank supported on two drums serve the purpose of a bridge.
- (iii) You can tie one end of a rope to a pole or branch of a tree and swing with the other end.
- (iv) Ropes can be used to serve as a ladder.

Advice to Candidates:

1. Listen carefully when GTO is explaining rules and follow them to avoid pitfalls.
2. Keep in view the various supporting materials available and employ them effectively for the removal of obstacles.
3. Keep all members in view and use their contribution in full cooperation for solution of problems.
4. All members should discuss together and work together for the tackling of solutions.
5. Men and materials should be organized to overcome an obstacle quickly and smoothly. Opinions of all members should be considered by all.
6. Help the leader actively at every step in the speedy execution of the project.
7. Make your best contribution at all times in a team spirit.
8. Show your promptitude, initiative, dash and drive in the overcoming of obstacles.
9. Be ready to take reasonable risk in the common cause.
10. Do not waste time in indecisiveness. Be active and do everything possible in cooperation with others.
11. If you touch anything marked red or out of bounds, do not hide the fact from GTO but be ready to pay the penalty.

ILLUSTRATION

I. Obstacle Number One

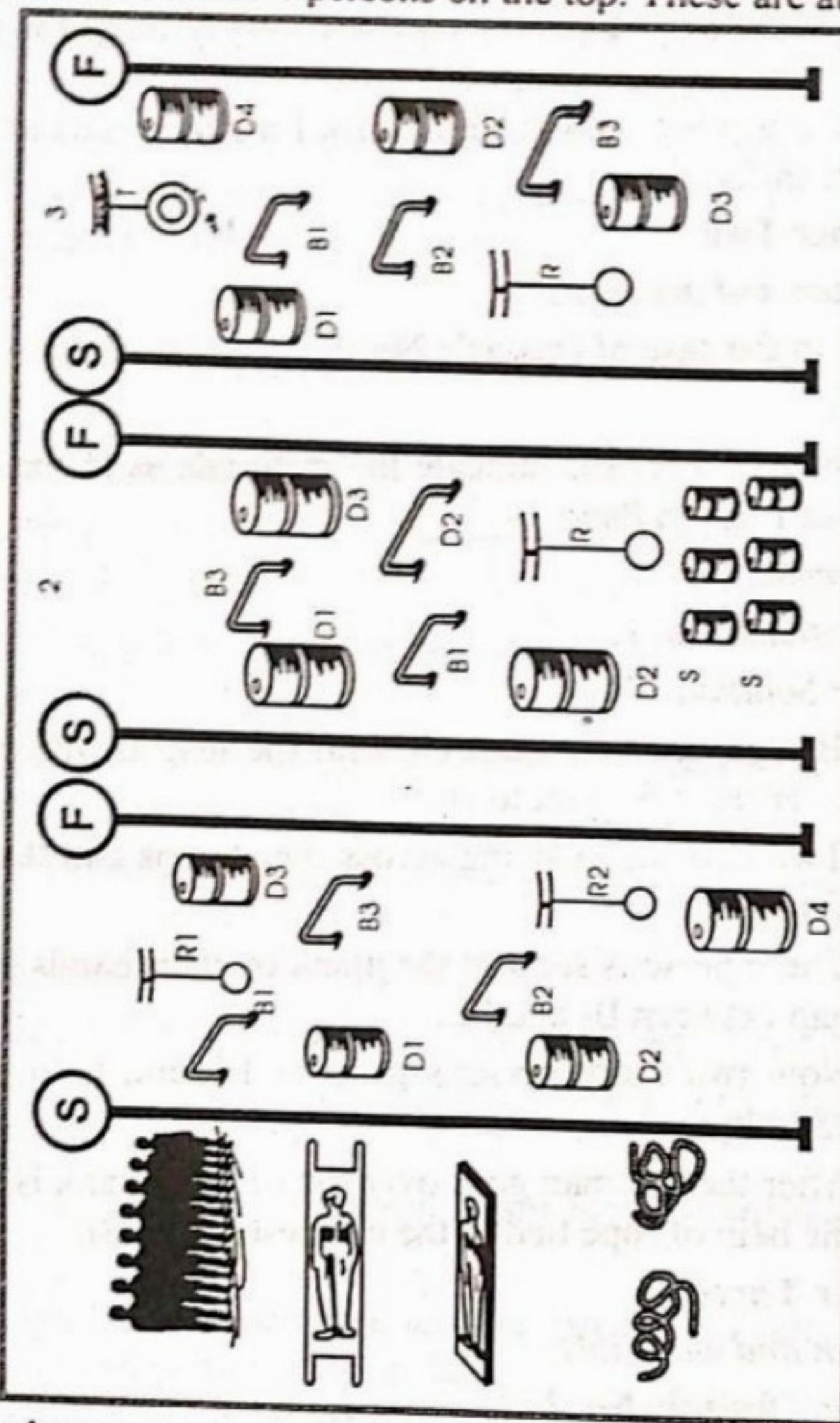
(A) Given men and material

- (i) A group of eight/ten candidates.
- (ii) A wooden plank six feet long.
- (iii) Two ropes each about 16 feet in length.
- (iv) A casualty tied on a stretcher, generally a sand bag or ammunition box.

(B) Structures

As shown in the following sketch:

- (i) Four fixed drums D_1 , D_2 , D_3 , D_4 of one foot diameter each.
- (ii) Two hanging ropes R_1 and R_2 .
- (iii) A tyre T hanging with a rope and capable of swinging in all directions.
- (iv) Three bench-like structures B_1 , B_2 , B_3 are fixed in the ground and can accommodate 3 to 4 persons on the top. These are about $2\frac{1}{2}$ feet high.

**(C) Requirement**

All men and material must get on the other side (beyond the finish line) in the minimum time but not more than twenty minutes.

N.B.

- (i) S.L. stands for start line and F.L. for finish line.
- (ii) Ground between the start line (S.L.) and the finish line (F.L.) is out of bounds.
- (iii) Portion marked red in any structure is 'out of bounds'.

2. The entire group must cross the obstacle before they are allowed to tackle the next obstacle.
3. The candidates are permitted to jump distances up to one metre in length and height. Distances beyond one metre have to be crossed with the help of supporting material like *ballis*, planks or ropes.
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4. All members should discuss together and work together for the tackling of solutions.
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9. Be ready to take reasonable risk in the common cause.
10. Do no waste time in indecisiveness. Be active and do everything possible in cooperation with others.
11. If you touch anything marked red or out of bounds, do not hide the fact from GTO but be ready to pay the penalty.

ILLUSTRATION

I. Obstacle Number One

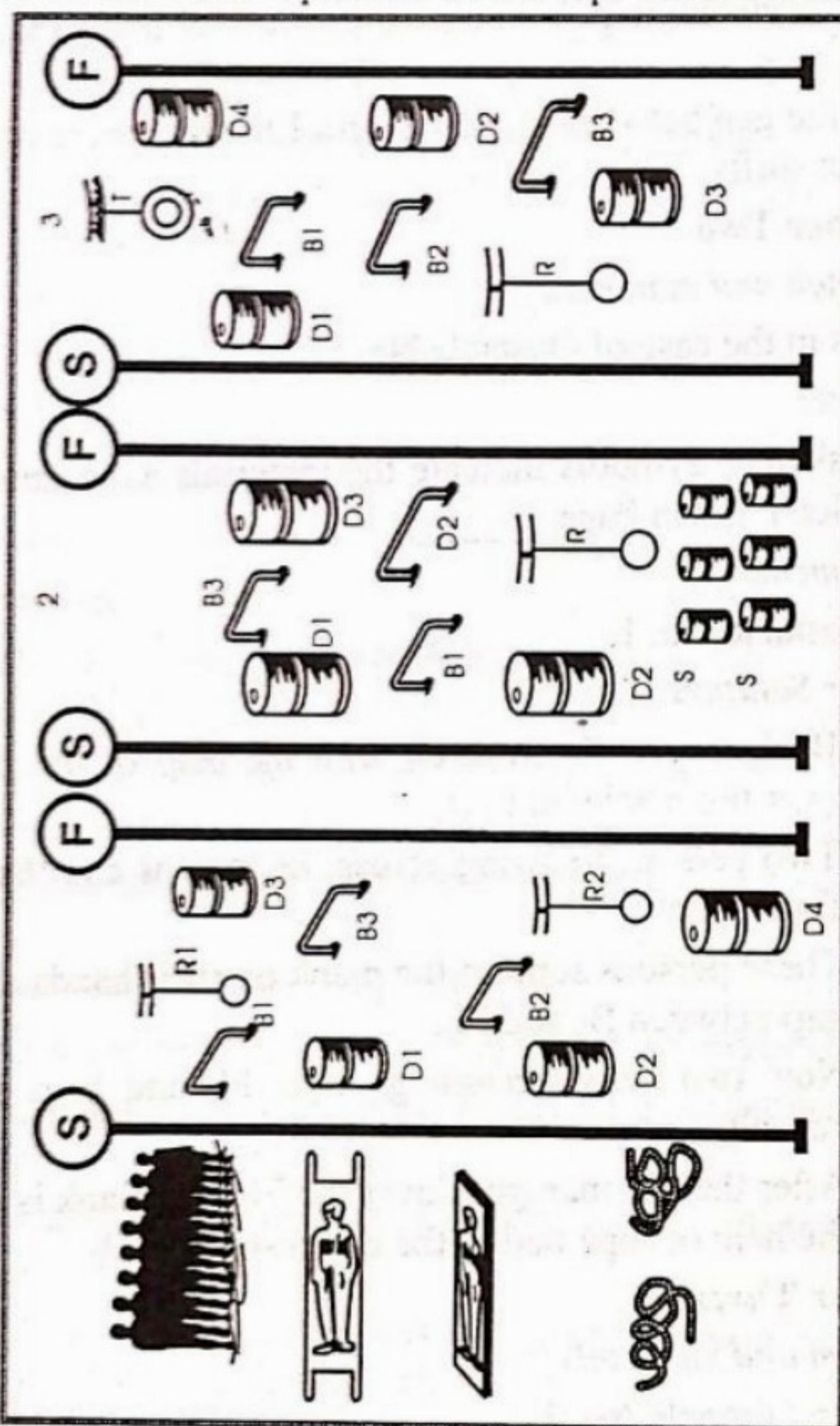
(A) Given men and material

- (i) A group of eight/ten candidates.
- (ii) A wooden plank six feet long.
- (iii) Two ropes each about 16 feet in length.
- (iv) A casualty tied on a stretcher, generally a sand bag or ammunition box.

(B) Structures

As shown in the following sketch:

- (i) Four fixed drums D_1 , D_2 , D_3 , D_4 of one foot diameter each.
- (ii) Two hanging ropes R_1 and R_2 .
- (iii) A tyre T hanging with a rope and capable of swinging in all directions.
- (iv) Three bench-like structures B_1 , B_2 , B_3 are fixed in the ground and can accommodate 3 to 4 persons on the top. These are about $2\frac{1}{2}$ feet high.

**(C) Requirement**

All men and material must get on the other side (beyond the finish line) in the minimum time but not more than twenty minutes.

N.B.

- (i) S.L. stands for start line and F.L. for finish line.
- (ii) Ground between the start line (S.L.) and the finish line (F.L.) is out of bounds.
- (iii) Portion marked red in any structure is 'out of bounds'.

(D) *Hints for Solution*

- (a) Bridge the gap between D_2 and B_2 with plank and pass on men and materials to position B_2 .
- (b) Make use of the hanging tyre to rest on side of stretcher while tying up the ropes to the other.
- (c) Pull the rope R_2 by throwing the spare rope around it. Rope R_1 is not used. Let the persons swing to drum D_4 . Casualty on stretcher can also be swung across holding the ropes tied to one side.
- (iv) Bridge the gap between D_4 and Finish Line by means of the plank and go across in shifts.

II. Obstacle Number Two(A) *Given men and materials*

Same as in the case of Obstacle No. 1.

(B) *Structures*

As per sketch, Symbols indicate the materials as in the case of Obstacle No. 1 (See Fig. On Page ____).

(C) *Requirements*

As in Obstacle No. 1.

(v) *Hints for Solution*

- (a) Bridge in to B_1 from D_1 with the help of the plank. Then pass over the whole lot to B_2 .
- (b) Two persons to swing across the stumps and then go over to the finish line.
- (c) These persons support the plank on their hands and bridge up the gap between B_2 and FL.
- (d) Now two more persons go over FL and help passing over the casualty.
- (e) After the last man goes over the FL, the plank is pulled over with the help of rope tied to the end resting on B_2 .

III. Obstacle Number Three(A) *Given men and materials*

Same as in Obstacle No. 1.

(B) *Structures*

In addition to the symbols given in Obstacle No. 1, Sindicates wooden stamps of 9" diameter (See Fig. on page ____).

(C) *Requirements*

Same as in Obstacle No. 1, but time is generally 30 minutes. Try from the center in the following manner:

(D) *Hints for Solution*

- (a) Come to B_2 by bridging the gap between D_1, B_1, B_1, B_2 .
- (b) Make another bridge by tying rope to one end of the plank and put it on to D_2 .
- (c) Finally jump over beyond the FL.
- (d) The casualty to be supported by men already on FL and 2 men on the other side.

II. INTER-GROUP OBSTACLE-RACE (OR SNAKE RACE)

Inter-Group Obstacle Race is sometimes called the Snake Race by the Boards. In this, there are four sets of similar obstacles running parallel to one another, which all the four groups have to negotiate in competition.

Objectives:

This race is intended to find out

- (i) physical fitness;
- (ii) courage and determination;
- (iii) co-operation;
- (iv) team spirit; and
- (v) attitude to each other in a leaderless group.

Advice to the candidates:

- (1) While negotiating your obstacles, remember that the achievement of the team is to be judged and therefore you must help the weaker members of the team.
- (2) Take on yourself the maximum responsibility and exertion that you can possibly take.
- (3) Do not hesitate or waver in taking any risk.
- (4) Show specific dash and determination in tackling these obstacles.
- (5) Do no try to show off. Your contribution will be automatically noticed by the GTO.
- (6) Do not show any lack of diffidence even if you cannot come out first.

Rules:

The rules to be observed in this race and the penalty for non-observance of the rules are the same as for the Progressive Group Task.

ILLUSTRATION

Obstacle Number One:

Given men and materials: (i) A group of eight candidates; (ii) A casualty tied on a stretcher. Generally, it is a bamboo around which a tent is tied.

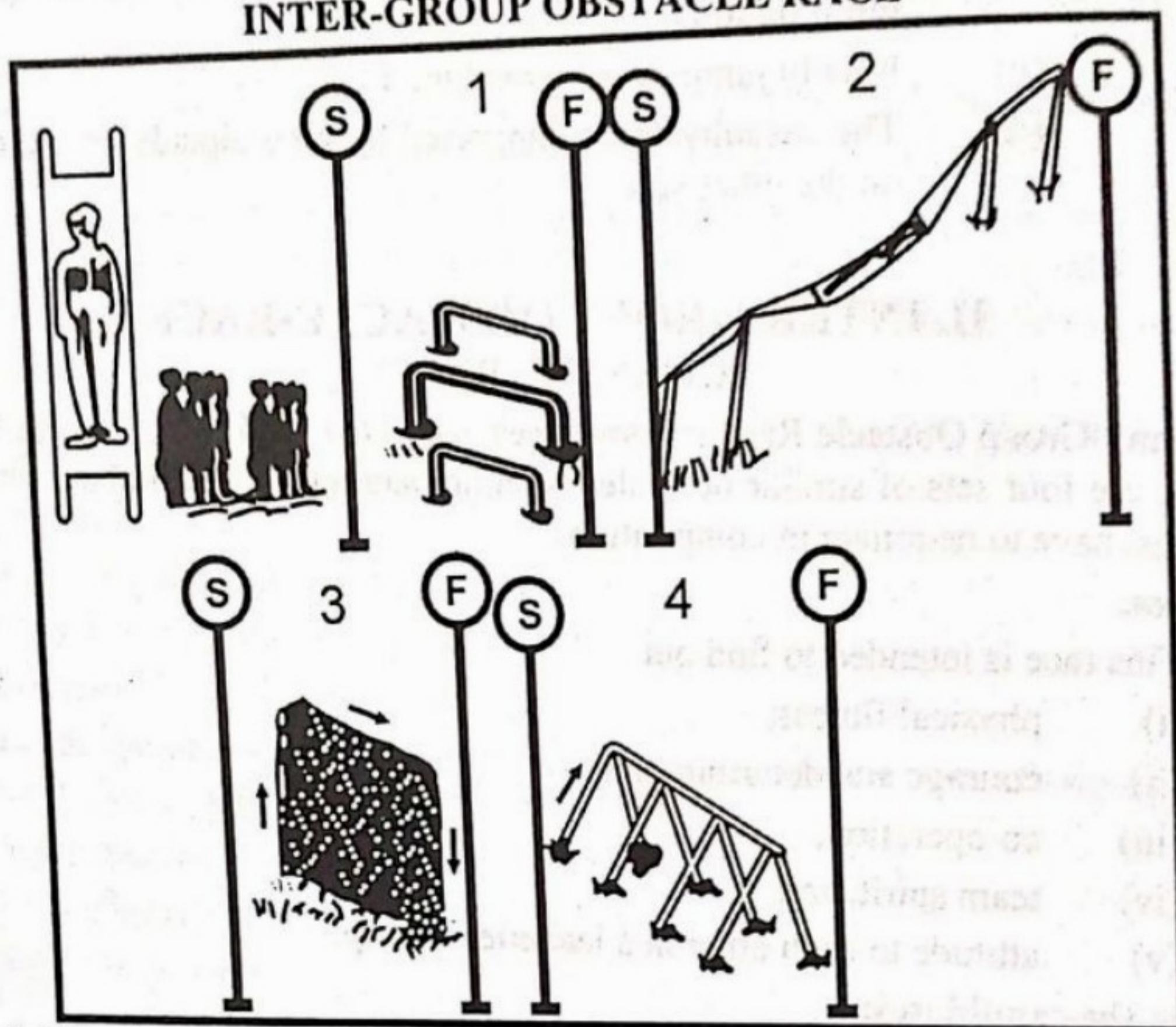
Structures: The three vertical structures as shown in the figure on page.

Requirement: To cross over the obstacle as a group.

Suggestions: Two candidates cross over to the other side, and another two set on the middle structure to help in passing over the casualty. Finally, all the remaining

persons pass over individually.

INTER-GROUP OBSTACLE RACE



Obstacle Number Two:

Given men and materials: Same as in the case of Obstacle No. 1.

Structures: Two longish *balli* fixtures connected by a bridge consisting of a plank swinging on both sides by double ropes.

Requirement: As in the case of Obstacle No. 1

Suggestions: Sit on the *balli* and then slide along. Two persons to pass over to the other end. Two persons to sit on the plank and assist in passing on the stretcher to the people on the farther *balli*. Rest of the party may be helped to cross over.

Obstacle Number Three:

Given men and material: The same as in obstacle.

Structures: A cemented and plastered wall of 8 feet in height. A net of thin ropes tied on the top which can support the weight of 4 men.

Requirement: Same as in obstacle.

Suggestions: Two men cross over the wall and jump to the other side. Two men sit on the top and assist in passing the casualty. Remaining men cross on their own.

Obstacle Number Four:

Given men and materials: The same as in Obstacle No. 1

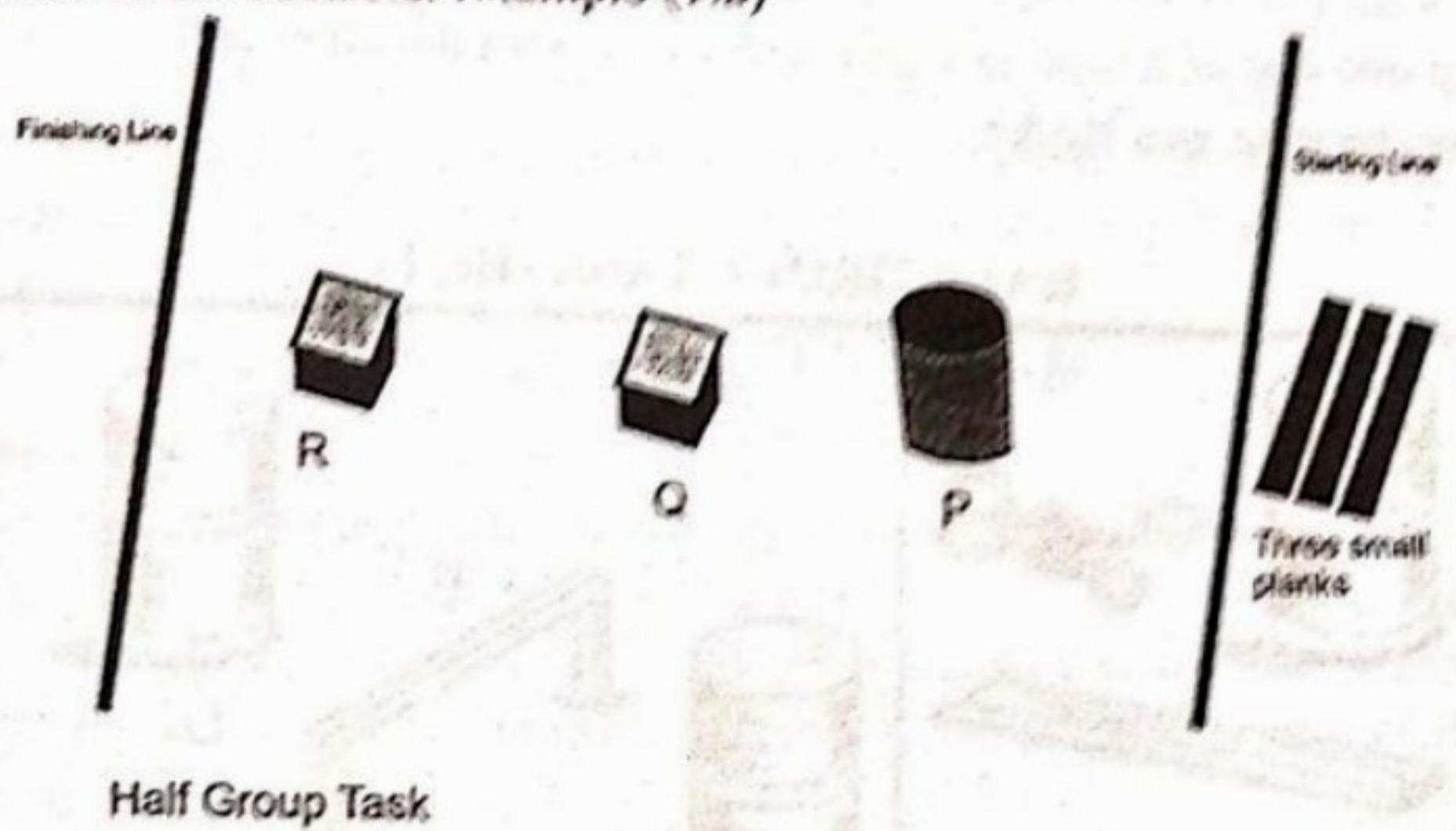
Structure: It consists of a horizontal *balli* supported by slanting *ballis*.

Requirement: As in the case of Obstacle No. 1

Suggestions: Two persons to cross the obstacle first. Two to stay on the top *balli*, take over the stretcher from rear and pass to those who have already crossed. The remaining persons cross individually.

2. HALF GROUP TASK

In Half Group Task candidates of a group who are, usually 8 to 10 are divided into two groups. In this task, each half group has to face only a single hindrance. They must carry the main material and the helping material with them, on crossing the obstacle to the other side of the obstacle. Example (1.2)



Within the starting line and the finishing line, there are two wooden platform Q and R and a moveable drum P. The middle portion of the drum which is marked red, is out of bounds. There are also three small planks lying outside the starting line. The candidate should cross over from the starting line to the finishing line with the aid of those small planks.

This task is so arranged as to confront the half group with a fairly difficult task. Here the group is divided into two halves and each group is put on the test separately. The purpose is to see a fewer boys working in a small group, where in all of them can put their hands to the work and can contribute something in a leaderless group. It must, however, be remembered that it is essentially a group task and the members must work for the group in spirit of cooperation and coordination.

Obstacles:

In this task, there is usually one obstacle to be tackled and time allowed is 10 to 15 minutes. The rules governing this task and the principles remembered while tackling it are the same as for other group tasks, and therefore these are not repeated here in detail.

The Requirement:

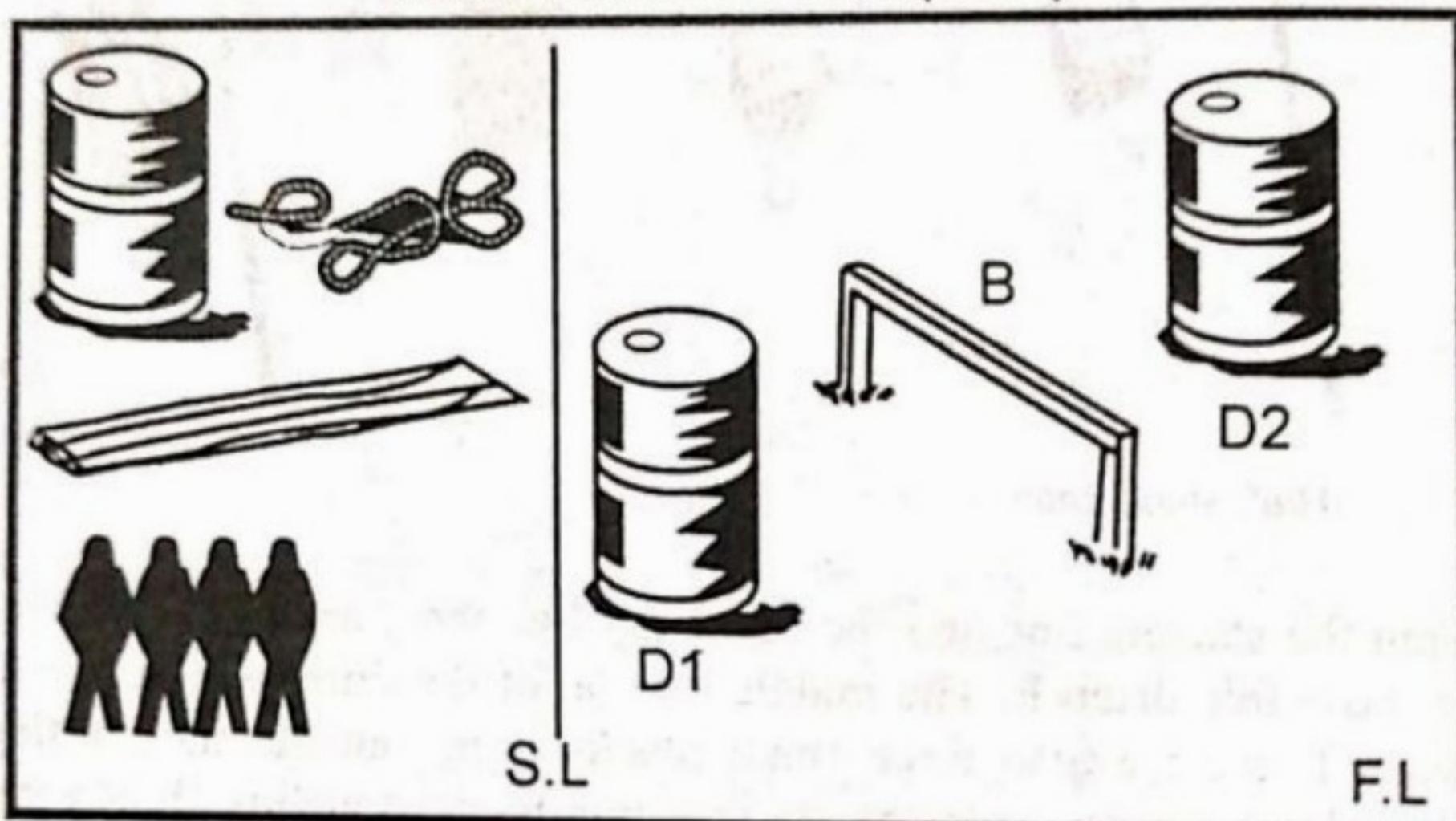
Remember that the candidates have to carry a load like a drum from the start line to the finish line and they are given helping material like ballis, rope and plank.

The Rules:

The rules to be followed are that the entire area between the start and the finish line as also any material painted red is out of bounds for the candidates as well as to their load or helping material. Again, candidates are allowed to jump distances up to a maximum of 4 feet in length or height. Distances beyond 4 feet have to be crossed with the help of helping material like ballis, plank or rope.

The Devices:

- The devices to be used are:
- (a) combination of plank with rope tie at one end and propped on a drum, thus making a lever;
- (b) plank supported on two drums, thus making a bridge; and
- (c) tying one end of a rope to a pole and swing with the other end.
- (d) using the rope as a ladder.

HALF-GROUP TASK (HGT)**Method to be followed:**

- (a) The GTO tells the candidates the requirement of the test.
- (b) He tells them what material like the *balli* and the rope will help the candidates in tackling of the problem.
- (c) Further, he will explain the rules to be followed by them.
- (d) After this, he asks the candidates to have their doubts removed. When he is sure, that they have all followed the rules and instructions, he asks them to set about the task.

ILLUSTRATION

(A) *Given men and material*

4 persons, an empty drum, a rope, a plank about 6 feet long.

(B) *Structures*

As shown in the sketch, on page 253, there are two fixed drums on either side of the fixture which is a bench-like structure in the middle, which is 6 feet high, D1, and D2. (See Fig. above). Two persons can easily stay on the top plank of this structure.

(C) *Requirement*

To cross over the obstacles with men and material from the start line (SL) to the finishing line (FL).

(D) *Hints of solution*

- (a) Bridge up the gaps between the fixed drums and hurdle on both sides and pass two candidates on to the other side.
- (b) One person to stop on the tops of middle structure and make loop of the rope, in which the drum will be swung on the other side. The plank can be used to push the drum into the swing or loop of the rope.
- (c) Remaining candidates go across as given in (a) above.

5. After half group of 4 candidates have done the task, the remaining 4 candidates making the second half group will be asked to cross the obstacle from the SL to the FL in their own way as they think best.

3. COMMAND TASK

Introduction:

Command task is a group task designed to test candidate's ability to command and control and plan and execute a task successfully. In this task, the candidate is allowed to select three or four candidates of his choice to execute a small task within a specified time with the help of available material. The task given is more or less of the same type as that in group task.

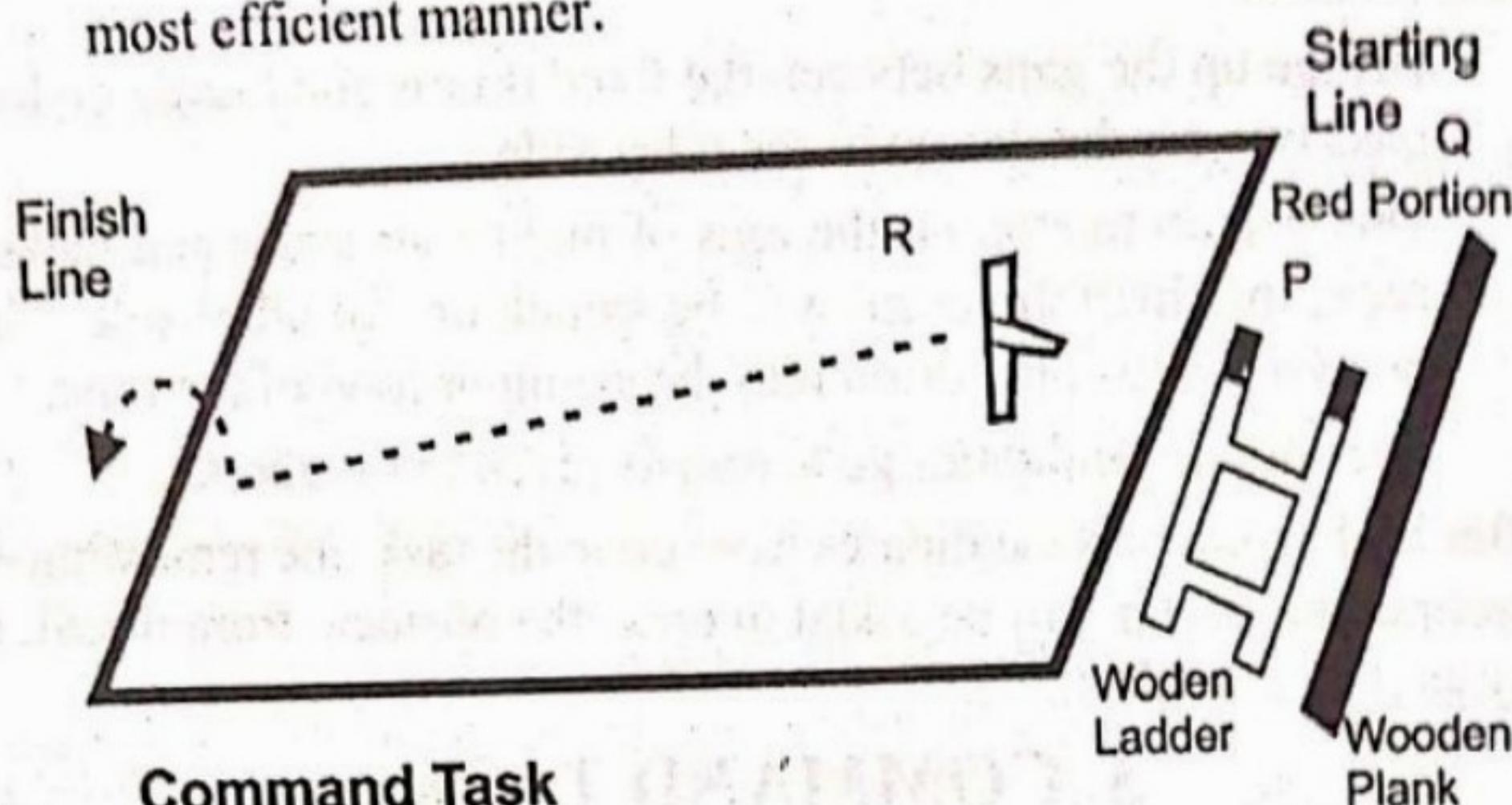
Command Task

In Command task, each candidate in the group, is selected in turn as commander by the Group Testing Officer. The commander chooses three or four candidates as his assistants for tackling an obstacle. The commander will be successful in his task if possesses qualities of a leader. He should be very intelligent in the selection of his assistants, in imparting them proper brief instructions, in getting labor out of them and assisting them properly whenever required. The assistants of the commander should also strive for the success of their leader. All the way, they should carry out his orders with sincere spirit and loyalty. The main purpose of the Group Testing Officer in the performance of command task, is to assess the value of the candidate as a commander. He also gets a glimpse of the qualities of the assistants of the commander. The candidates should also prove themselves to be useful, sincere, and loyal subordinates. The time allowed for the execution of the command task is usually 10 minutes.

Helpful Hints:

- As a commander he should avoid seeking any suggestions from his subordinates.
- In order to perform the duty of a commandery the candidate should avoid to do the work himself. He should supervise the whole work. At times, if necessary, he can extend his helping hand to others in the performance of smooth work.
- The candidate as a commander, must see that nobody stands idle.
- He must give utmost importance to the items of planning, supervising and execution of the work.
- He should select a place which can enable him supervise the work in a

most efficient manner.



Command Task

Example (1.4): In this problem, the commander is supplied with a little wooden ladder P and a small wooden plank Q. The portions of the material which are indicated in the black shades are allowed to touch the ground between the finishing line and the starting line. Otherwise it is, for material and men out of bounds.

Objective: Objective is to test the leadership qualities of a candidate in planning and executing a given task with the help and cooperation of the members of his small group.

Nature or Procedure:

The GTO explains the task or problem to the commander (leader) who is given a free hand in choosing 3 or 4 members to form his group. Then the leader explains the task to his group.

As the task is explained to the leader, he should set his mind to the solution of the problem (given to him) and also to a plan to tackle the problem. The leader in turn explains the problem and his plan to solve the problem to the members of his group. Quick in devising a plan of action, the leader has to keep in mind the material and men available. He should be very clear in his mind as how he is going to carry out his plan step-by-step with the resources available and within specified time. The leader should then earmark and allot duties to each member of his group.

The group then sets out to execute the plan in the best coordinated fashion.

Material: Generally, the commander and 3 or 4 members under his command, and a plank, 1 or 2 ropes and a pole.

Load: Generally one ammunition box.

Task: To carry the load, the material, your men and yourself across the obstacles.

Time: 5 minutes or so.

The material and the time may vary slightly depending on the nature of task given.

Note: The rules are the same as in other group tasks.

Advice to the Candidates:

- (1) Make a judicious choice of men. Select active, energetic and cooperative boys in

your group.

Work out a practical plan to tackle the problem.

(2) Define the jobs for each person under your command.

(3) Supervise the actual execution of the task and lend a helping hand when any member of the group is in difficulty.

(4) If your plan fails or turns unworkable, do not get nervous, but seek suggestion from any one of your groups. Do it in a dignified manner as if you are doing him a favour.

(5) Do not shout about; do not mumble; do not be harsh to anyone.

(6) Behave like a commander. Look smart and command in a commanding and measured tone.

Here is a problem given by GTO:

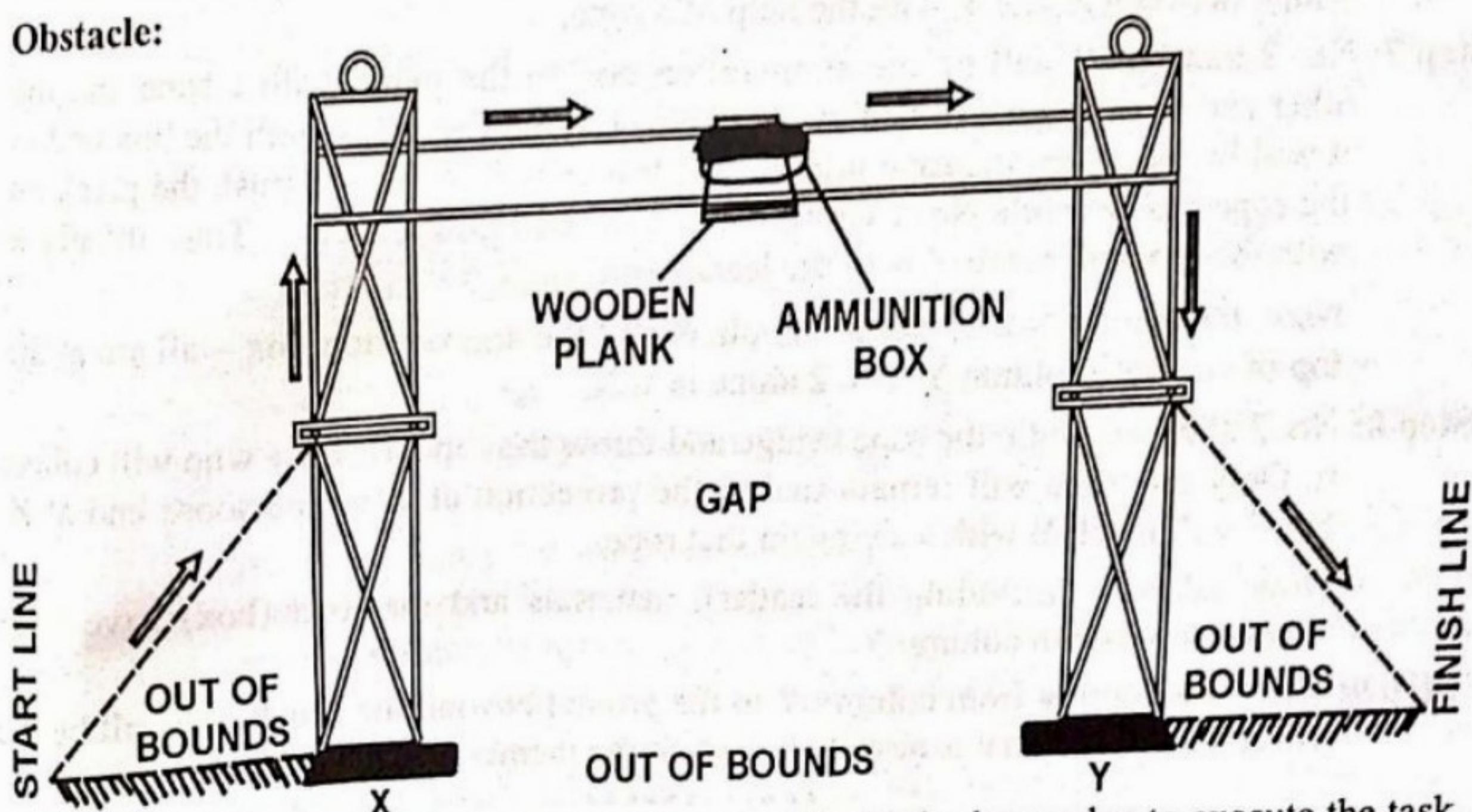
Men = 1 leader + 3 men; No. 1, No. 2 and No. 3.

Material = 1 plank and 2 ropes.

Load = an ammunition box.

Task = To carry the load with material and men and yourself across the obstacle.

Obstacle:



Solution: The GTO has given the task. The leader has a plan to execute the task. He is very clear about the steps one after the other, and the duties to be performed by each of his men.

He (the commander) briefs his men (No. 1, No. 2 and No. 3) as under:

Step 1: No. 1 (from his start point) will climb over the wooden column X with the help of a rope. He will make a loop and throw it around the projection at the top of X. Then with a swing on the rope he will reach the column X and climb to its top with the help of rope.

Step 2: From the top of X, No.1 will throw a loop over to the projection at wooden column Y on the other side of the gap (out of bounds). The loop holds fast to the projection. Now he will tie the other end of the rope to the projection at wooden column X.

Step 3: Now No.2 will climb over wooden column X in the same manner as No. 1 had done. He will stay at X to receive the plank.

Step 4: Now No. 3 will place the plank inclined to the wooden column X (avoiding the out of bounds area). He will fasten the ammunition box at one end of a rope. He will throw the other end of the rope to No. 2, who will drag (pull) the ammunition box placed on the inclined plank. The leader and No. 3 will push up the box to their maximum reach from the ground. No. 2 will drag the box and then bend down to grab the box and pull it up to the top of column X.

Step 5: The leader will go up to the top of X over the inclined plank and rope. He will be followed by No. 3. Then No. 3 will pull the plank up to the top of column X.

Now, No. 2, No. 3, the leader, the ammunition box and the plank and ropes are all at the top of column X.

Step 6: Now, No. 1 and No. 2 (at the top of Y and X respectively) will prepare a rope bridge between X and Y with the help of a rope.

Step 7: No. 2 and No. 3 will tie the ammunition box to the plank with a rope and the other end of the rope will be thrown to No. 1 at Y. The plank with the box tied to it will be placed on the rope bridge. The leader and No. 3 will push the plank on the rope bridge while No. 1 (from column Y) will pull it slowly. Thus, the plank with the box will reach Y with the leader and No. 3.

Now, the leader, No. 1, No. 3, the plank and the ammunition box – all are at the top of wooden Column Y. No. 2 alone is at X.

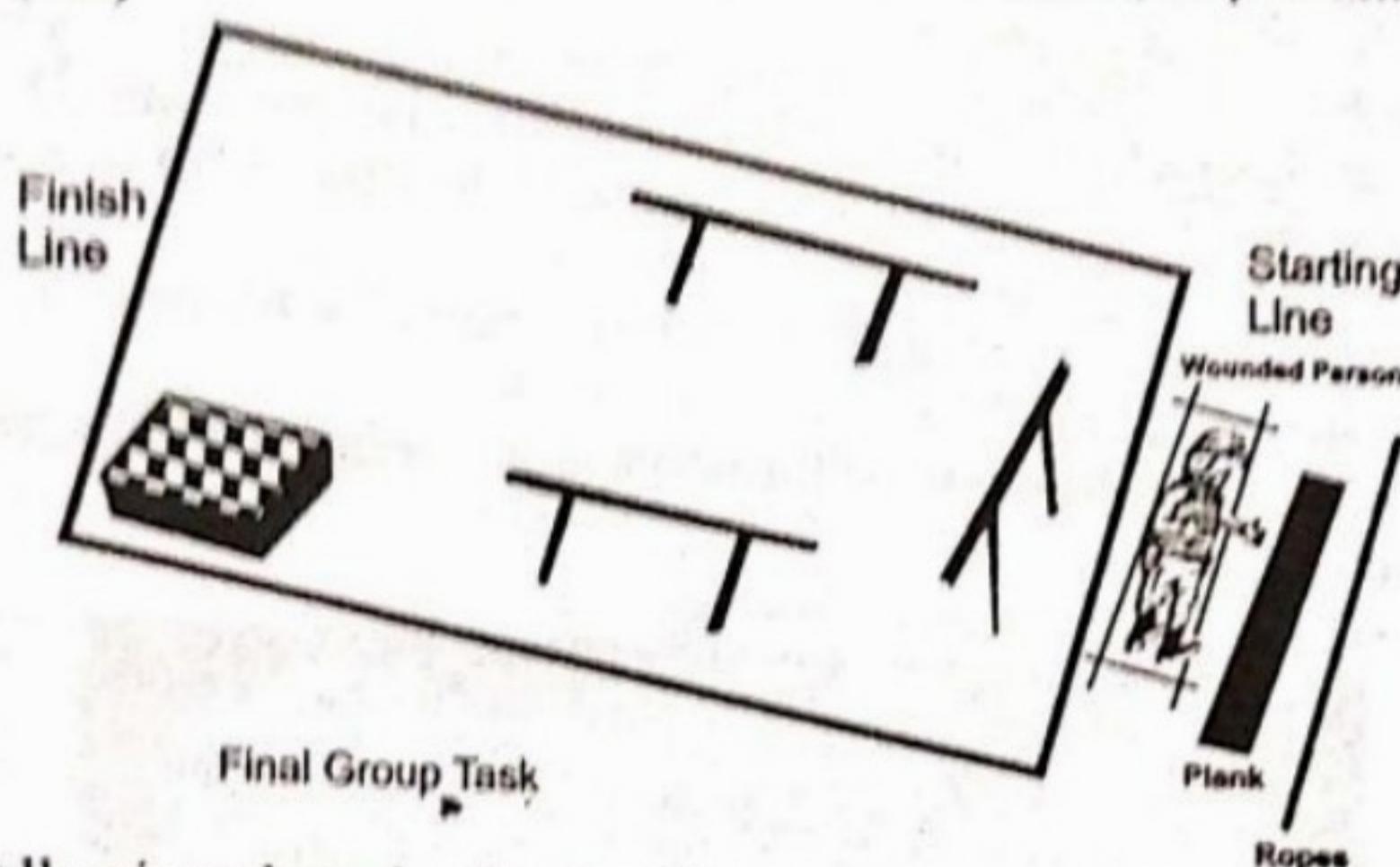
Step 8: No. 2 at X will untie the rope bridge and throw the rope to No. 1 who will collect it. Only one rope will remain tied to the projection at Y with a loose end at X. No. 2 will reach Y with a swing on that rope.

Now, all men (including the leader), materials and the load (box) have been carried to wooden column Y.

Step 9: Now demounting from column Y to the ground beyond the finish line will be the reverse process. That is already known to the members of the group.

4. FINAL GROUP TASK

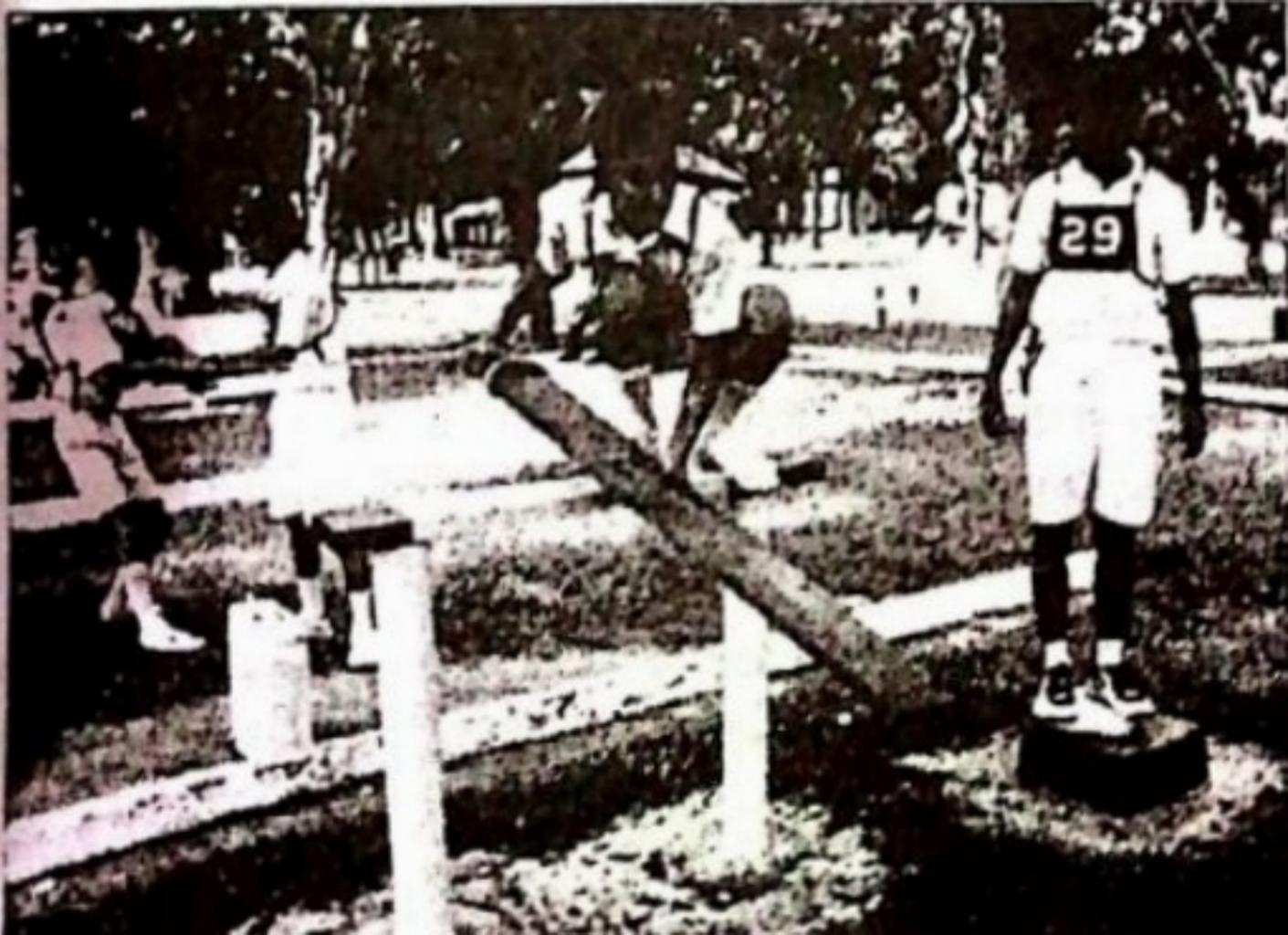
In the series of Group Testing Officers' outdoor tasks, the "Final Group Task", is the last task. The time allowed in this task is usually 10 minutes but generally it is shortened by one or two minutes. As this task, once again is a task of group as whole, hence the qualities of team spirit, co-operation, initiative, proper planning, etc will count much. Example (1.3)

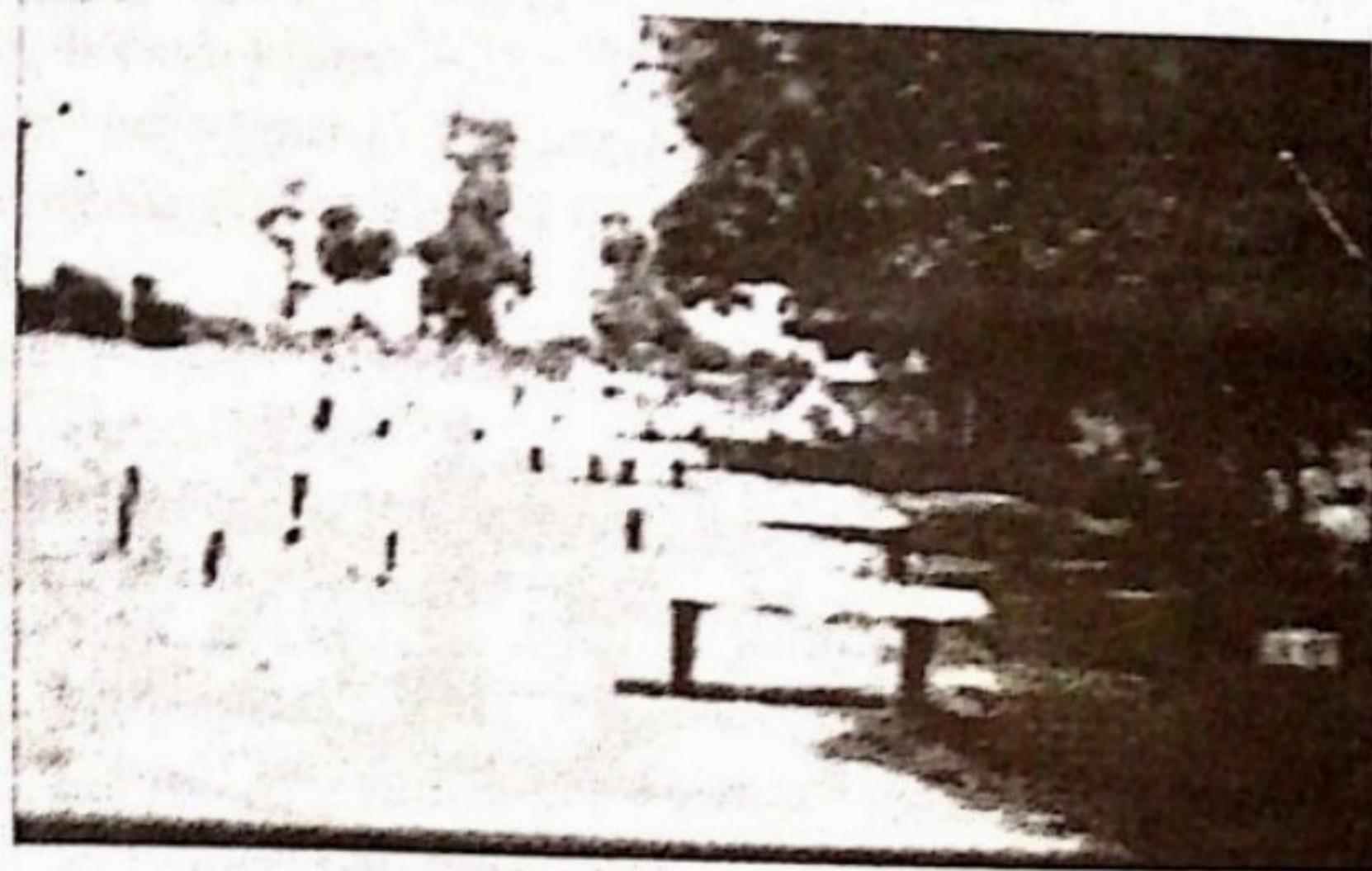


In the following obstacle, the candidates are given a rope, a plank and a structure. It is also their duty to take wounded man on the structure. The red portion is out of bound in this task.

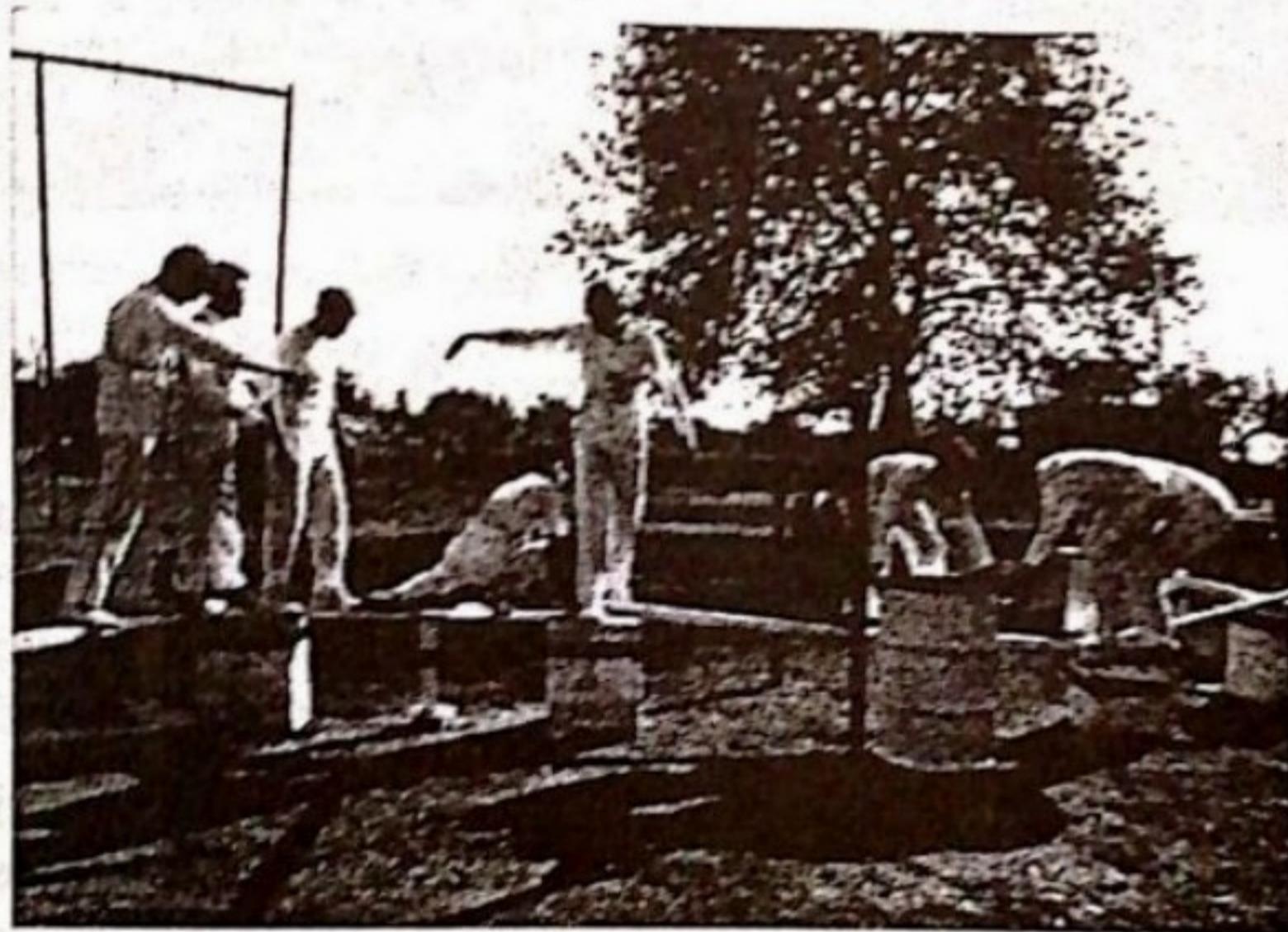
Useful Hints for the Candidates:

- (1) Before the actual start of the Group Tasks, the GTO will explain the task to be performed. Listen to him carefully and seek clarification from him and remove your doubts on the spot.
- (2) The GTO will take the group round the obstacles. Study and observe minutely the structures/fittings in each obstacle. Think and plan your moves from structure to structure.
- (3) Observe keenly the material resources provided to you for each group obstacle. Think and plan how that material can be put to the best use, i.e., in making levers, bridges, rope swings, support equipment and making long planks.
- (4) As the GTO gives a signal to start off the task, have the first opportunity of explaining your plan for negotiating the obstacle with full confidence. If you are able to sell your plan to the group, you have become the leader of the group.
- (5) Once your plan has been accepted as it is or in a modified form, allot responsibilities at once among the members of your group. Use a word of praise for everyone and his excellent skill for a particular piece of work.
- (6) The task allotted is not one man's show: it is a group-show. Therefore, show maximum group spirit and cooperation while executing the task.
- (7) If your plan is not accepted by the group and you do not get a chance to lead the group, be enthusiastic and show a real spirit of fullest cooperation. It must bring some credit to you.





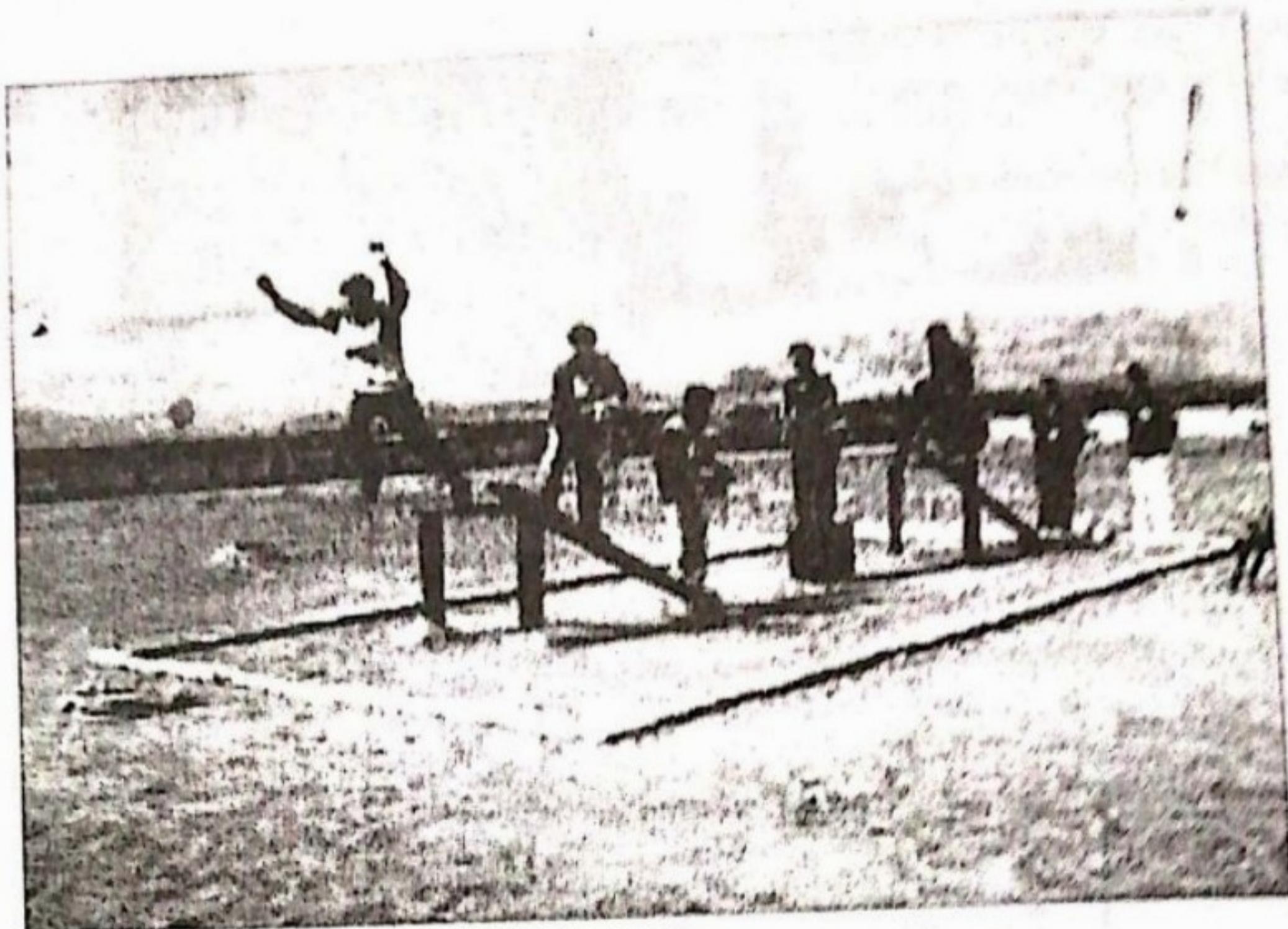
Ground for GTO Tasks



Candidates Performing Progressive Group Task



Candidates preparing for GTO Task



Tarzan Jump

- (16) Do not shirk responsibility. Accept your fault or shortcoming without any reservation.
- (17) Display your ability to organize the task and choose right man for the right job.
- (18) Do not shout at others and never loose temper.

5. INDIVIDUAL OBSTACLES

There are a total of 10 obstacles in order of difficulty. Each obstacle carries marks as indicated by the number of obstacles, such as No. 1 obstacle carries 1 mark and No. 10 obstacle carries 10 marks.

Objects:

The individual obstacles are designed to test your:

- | | |
|--------------------|--------------------------|
| (i) agility; | (ii) physical toughness; |
| (iii) boldness; | (iv) courage; and |
| (v) determination. | |

Introduction:

As the name indicates, these obstacles are to be crossed by each candidate individually. Generally, there are 10 obstacles to be negotiated within 3 minutes. Some obstacles are easy while some others are difficult. To easier obstacles carry lesser marks while more difficult obstacles carry higher (more) marks.

The obstacles are as under:

- (1) Rope climbing (climbing up 16 feet rope).
- (2) Long jump (7 feet ditch).
- (3) Monkey crawl.
- (4) Tarzan Swing or jump.

- (5) Passing through a tyre.
- (6) Walking over a beam (7 feet long).
- (7) Wall climbing (7 feet high wall).
- (8) Plank jump.
- (9) Walking over parallel ropes.
- (10) Double ditch jump.

It is not necessary to tackle these obstacles serially. One should try ones which he can do easily and quickly.

It is also possible that the candidate is required to go through a track race of about 150 to 200 metres with few hurdles like ditches and barrels. The aim is to warm up the candidate before he starts tackling individual obstacles.

Significance of Individual Obstacle Tests:

These tests are meant to see each and every candidate in actual action. They are designed to judge candidate's physical fitness, stamina, courage, smartness, energy and speed.

Advice to the Candidates:

2. Listen carefully when GTO explains the obstacles.
3. Tackle that obstacle first about which you feel confident.
4. Do not leave any obstacle incomplete unless you are convinced that you cannot do it.
5. If you fail in an attempt, do not lose heart. Make another attempt.
6. Time factor must always be kept in the mind. Try to finish the obstacles within specified time.

Points for Practice and Training:

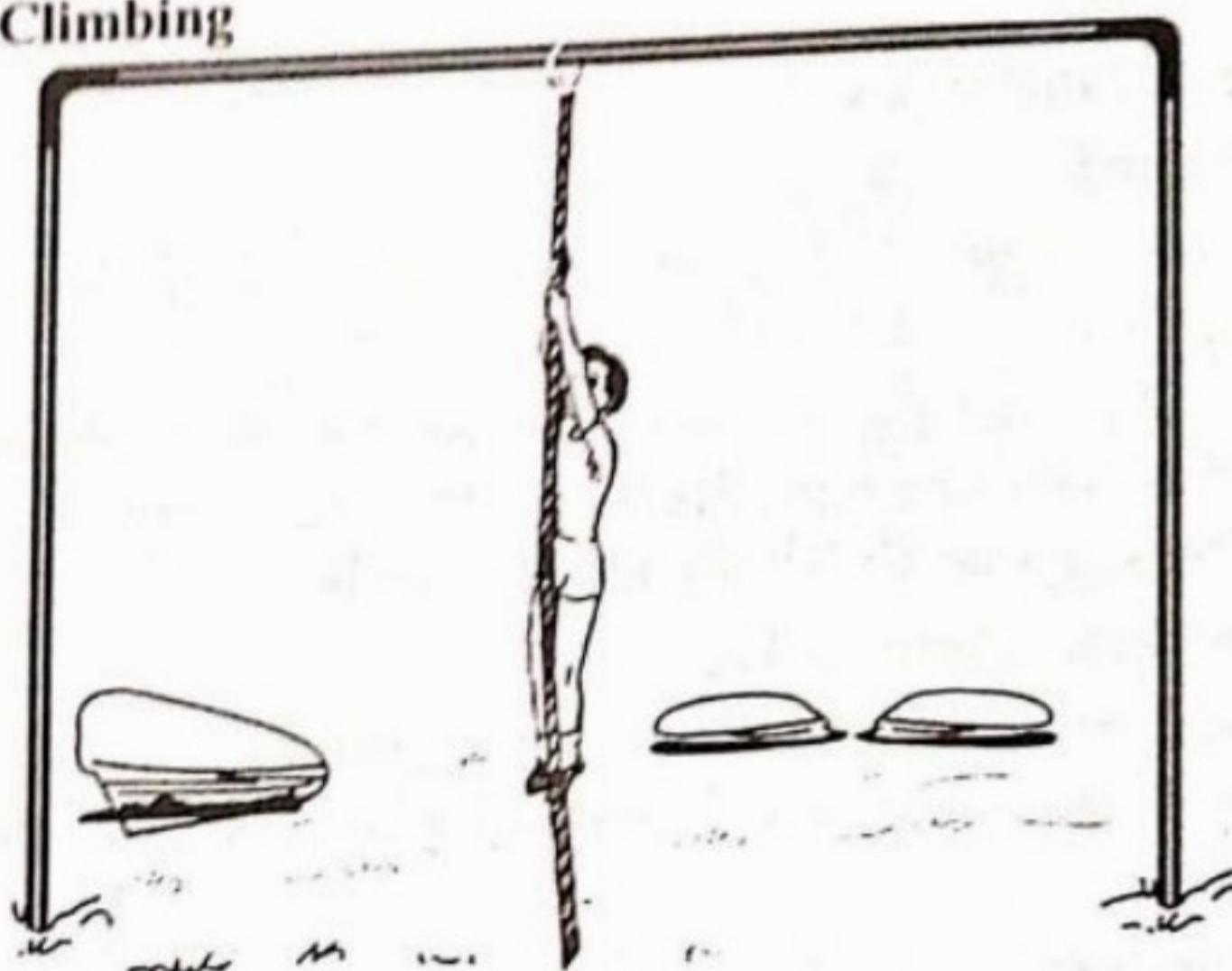
1. Do some freehand exercises daily.
2. Do running exercises regularly.
3. Do skipping daily.
4. Practice a few movements on parallel bars, rings and beam.
5. While practicing on bars, rings or beam, have somebody near you to help you in case of a fall.
6. While doing rope exercise, use this gloves and stockings to protect your palm and feet from bruises.
7. If possible, practice these obstacles under the guidance of a trained instructor. Many of these obstacles are available in schools/colleges and Army units.
8. Do not overdo. Toughen yourself gradually.

Individual Obstacles Explained:

When the GTO explains the requirements of obstacles, listen to him very carefully. Observe each obstacle minutely. Simultaneously go on judging the toughness or easiness of each obstacle. It will help you in deciding the order in which you tackle them. As already suggested, tackle that obstacle first about which you feel confident.

Given below are details of the requirements of obstacles and some practical hints for tackling them.

Obstacle 1: Rope Climbing

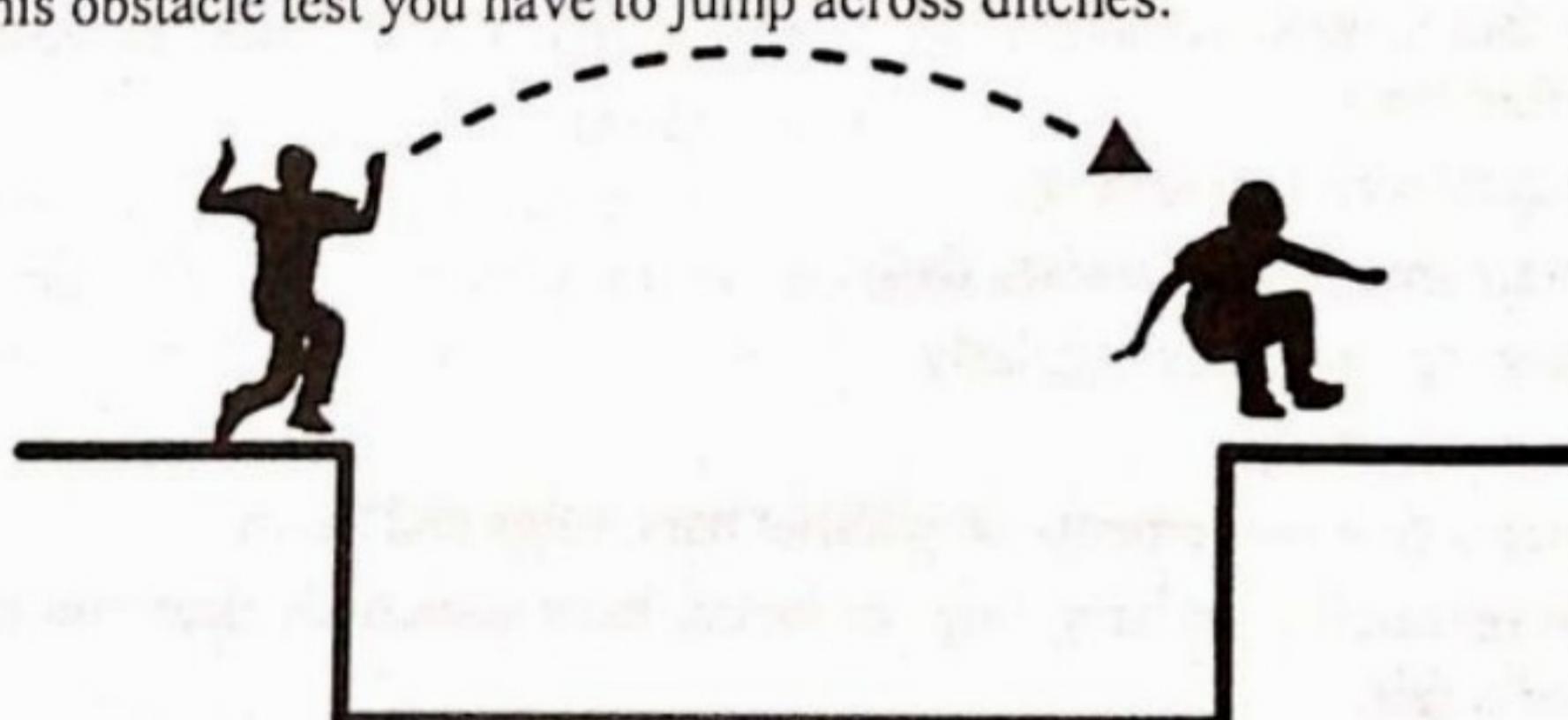


Practical Hints: It is a simple exercise. If you have practised well, it will not be difficult. Required technique and stamina may be acquired through regular practice.

While climbing the rope, use your hands, feet and knees. Grips must be firm.

Obstacle 2: Long Jump

In this obstacle test you have to jump across ditches.

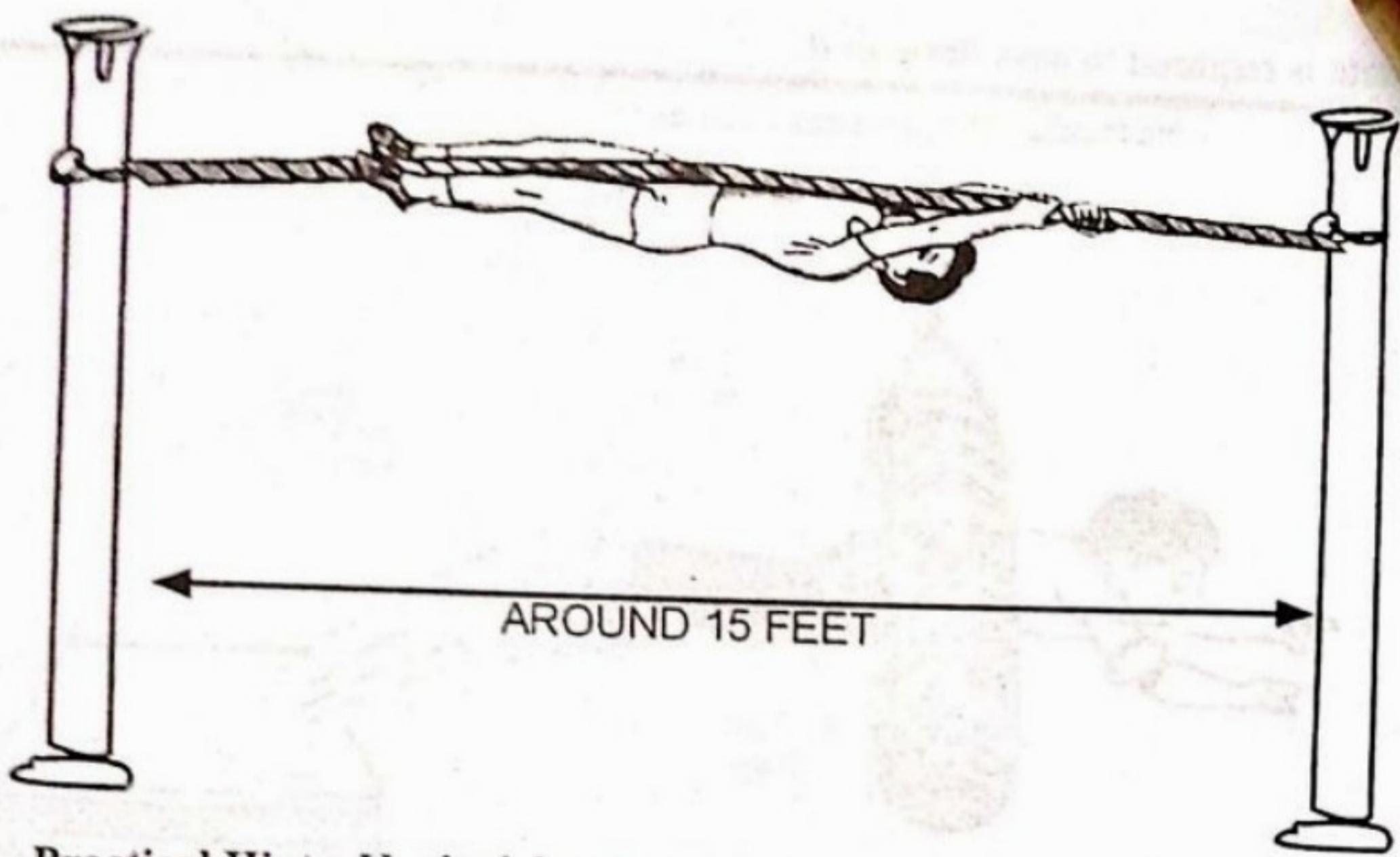


LONG JUMP

Practical Hints: Do not look into the ditch. Keep your eyes on the other side of the ditch. Go over it as quickly as possible and you will land on the other side.

Obstacle 3: Monkey Crawl

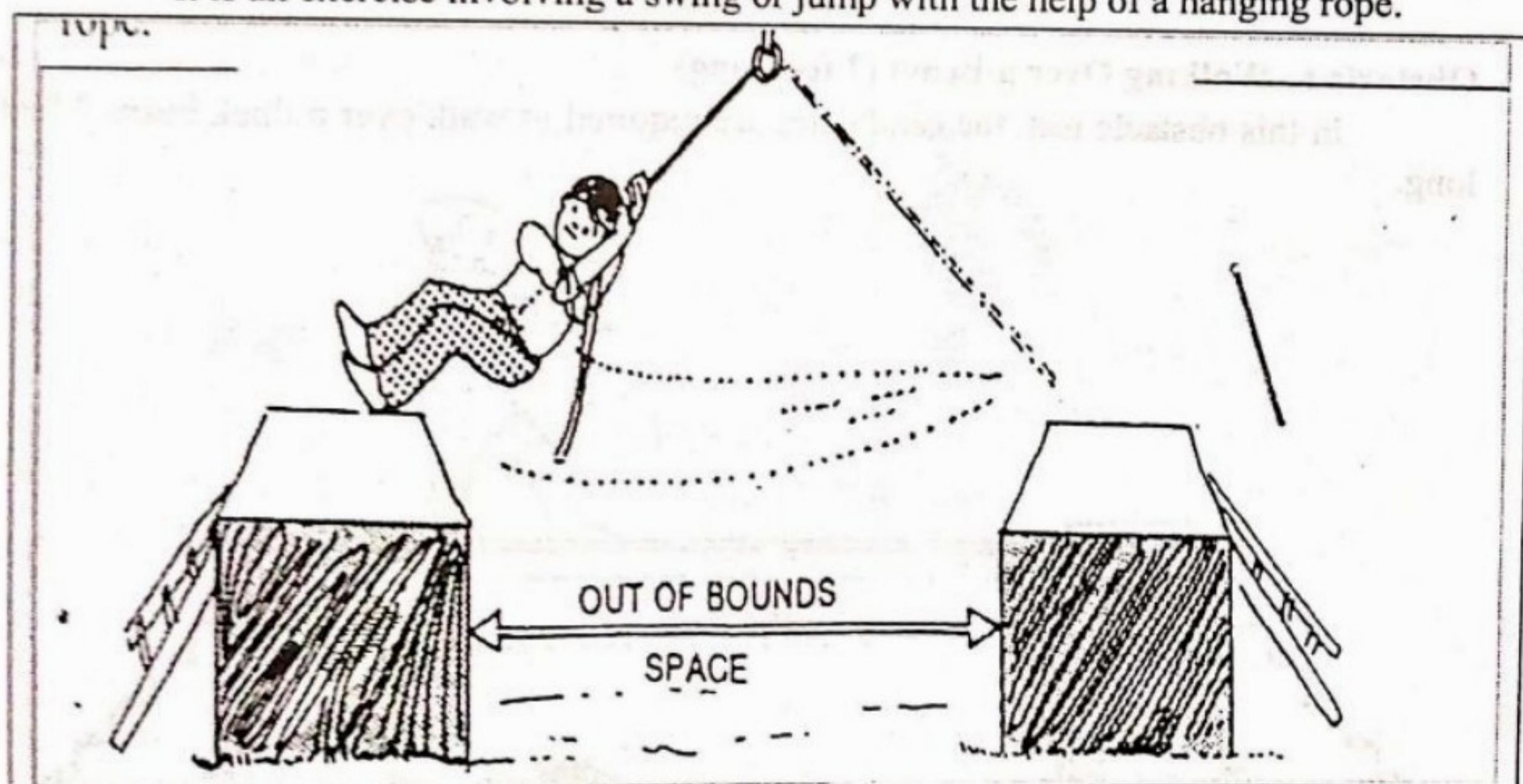
This obstacle involves crawling over a rope tied between two trees.



Practical Hints: Use both hands and feet in crawling. Technique can be learnt by practice. Keep your head at a higher level than the rope. The heavier weight of the upper portion of your body will take you across the ropeway fast. Move your hands and feet forward alternately. Avoid looking down on the ground.

Obstacle 4: Tarzan Swing or Jump

It is an exercise involving a swing or jump with the help of a hanging rope.

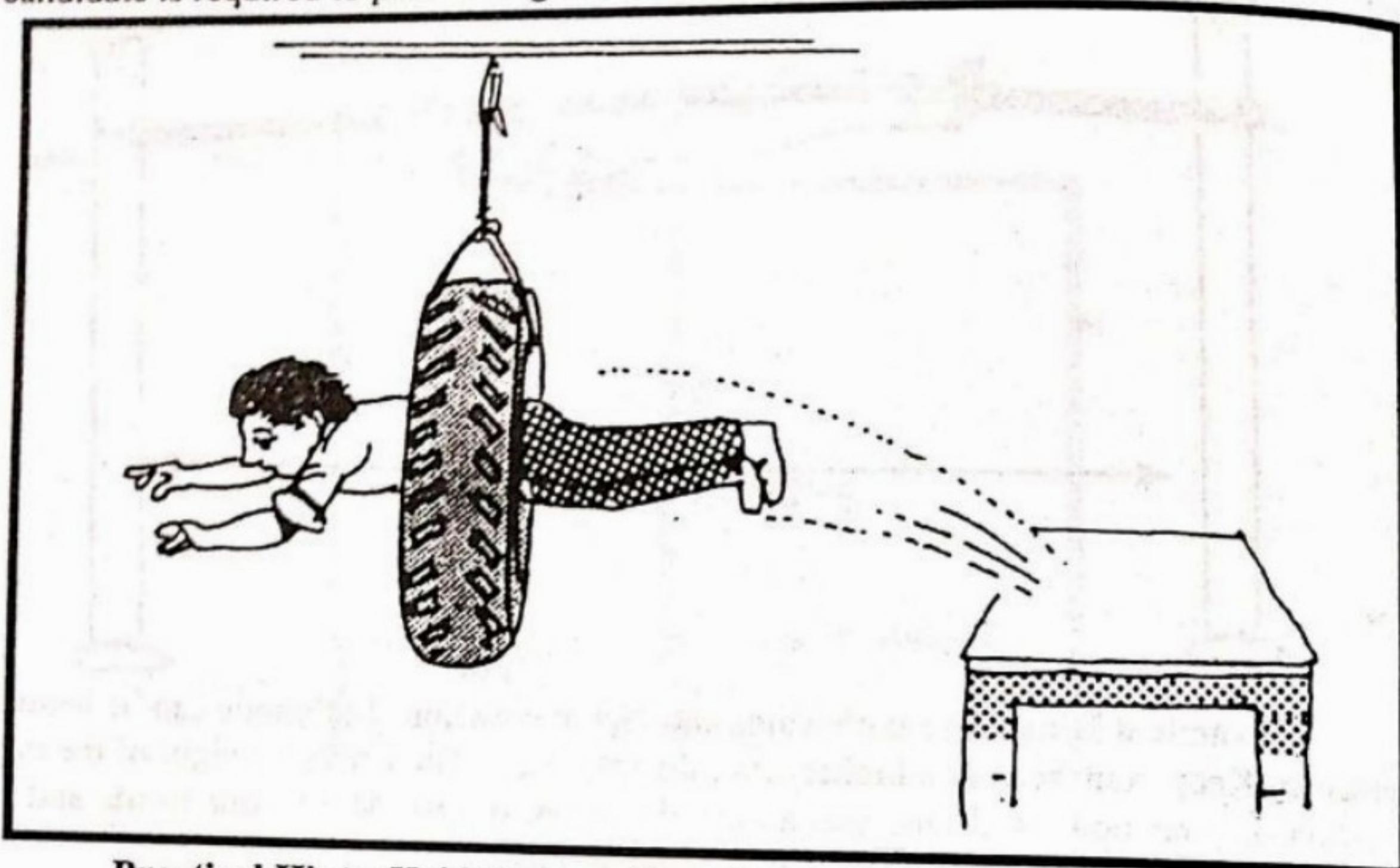


Practical Hints: Catch the rope as high as you can. Have it in your firm grip. Let not your hands slide over the rope. Take a swing and land on the other side of 'out of bounds' space. Release the rope when you have reached the farthest end and take a confident jump maintaining your momentum.

Obstacle 5: Passing Through a Tyre

In this obstacle, test a large tyre is suspended with the help of a rope. The

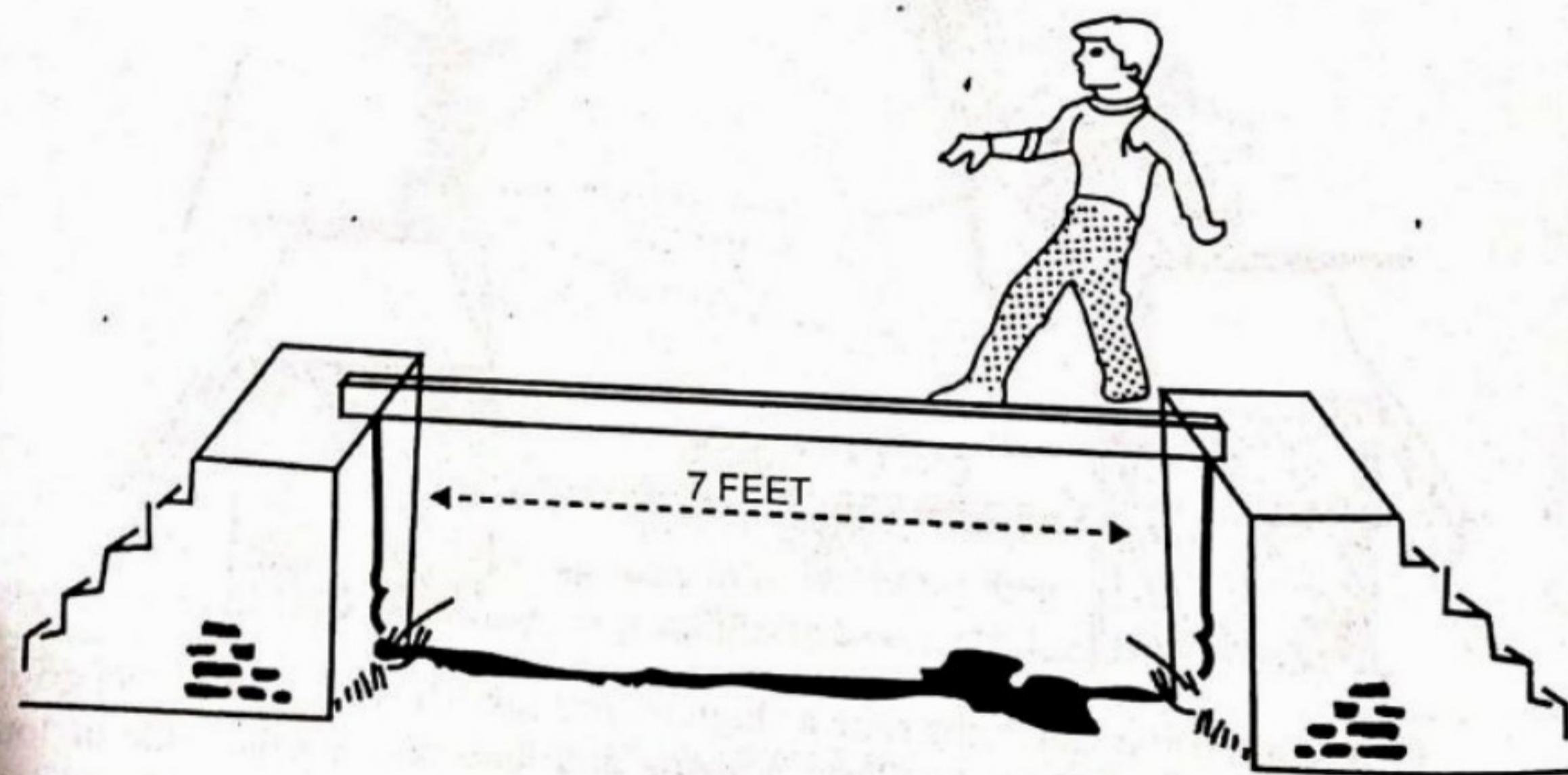
candidate is required to pass through it.



Practical Hints: Hold the rope above the tyre very firmly. Then slide through the tyre legs first. That is the technique.

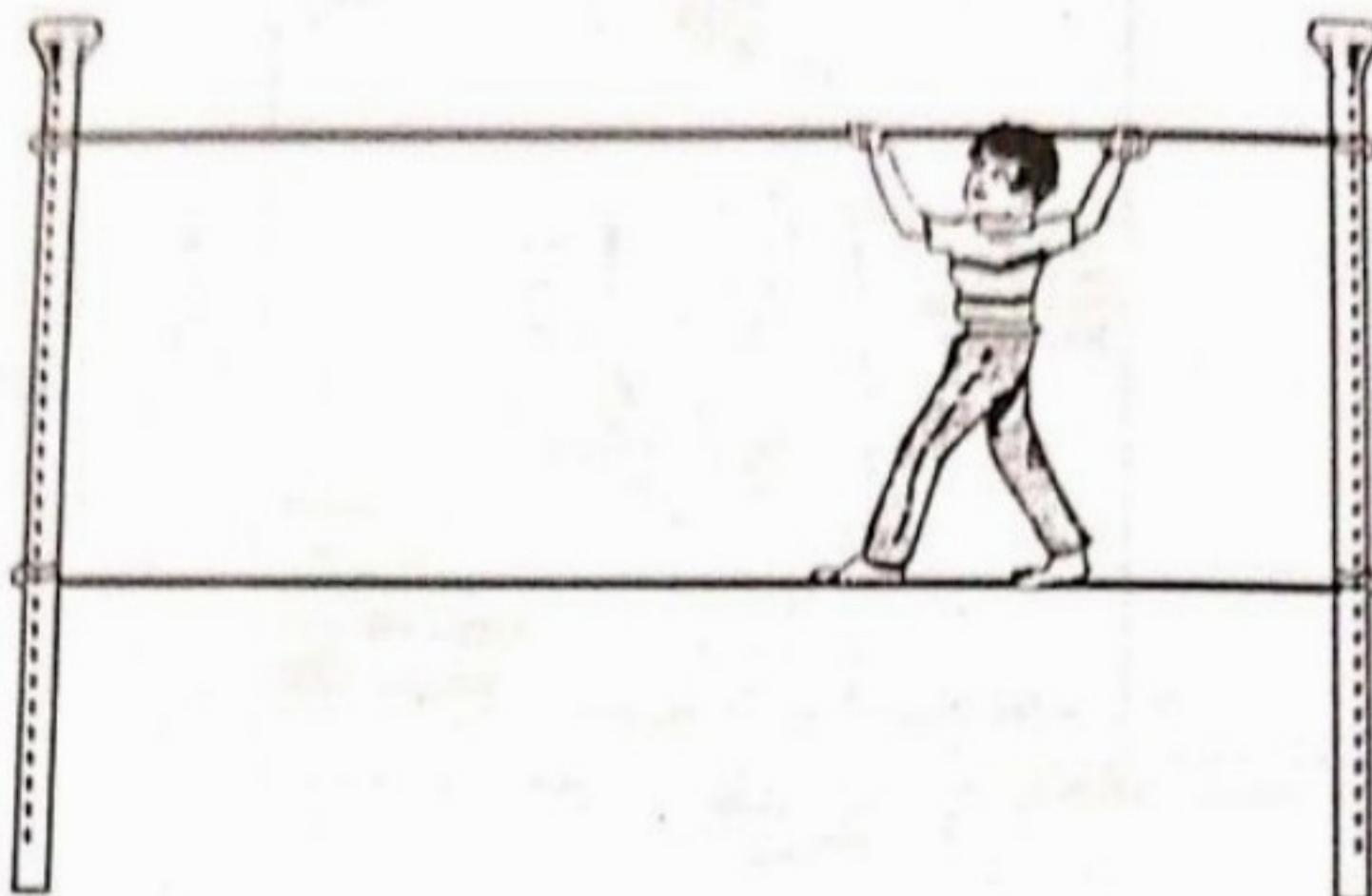
Obstacle 6: Walking Over a Beam (7 feet long).

In this obstacle test, the candidates are required to walk over a thick beam 7 feet long.



Practical Hints: It involves balanced walking. Do not hesitate. Look to the beam and your movement, and not to the ground. Do not stop. Keep moving. The skill is acquired by constant practice.



Obstacle 9: Walking Over Parallel Ropes

Practical Hints: This obstacle is again a balanced walking exercise on a rope. Climb up by a rope ladder. When you reach there, stand up on the rope and hold another rope over-head. Slide your hands on the rope over-head and slide your feet on the lower rope. Maintain the momentum of your balanced movement.

Obstacle 10: Tarzan Jump

Practical Hints: Run up around 40-50 yards and jump in a free style made.





GTO' OUTDOOR TASKS

Progressive Group Task

(پروگریسو گروپ ٹاسک)

Half Group Task

(ہاف گروپ ٹاسک)

Command Group Task

(کمانڈ گروپ ٹاسک)

Final Group Task

(فائنل گروپ ٹاسک)

Individual Obstacles

(انفرادی رکاوٹیں)

Progressive Group Task

(پرو گریسو گروپ ٹاسک)

: (Introduction) تعارف

GTO ٹاسک کی ابتداء میں معلومات فراہم کرے گا اور ٹاسک کا تعارف کر دائے گا۔ امیدواران کسی بھی نقطہ کی مصادیت طلب کر سکتے ہیں۔ GTO امیدواران کے پوچھنے گئے سوالات کا تفصیلی جواب دے گا۔ کینڈس ٹاسک کا تذکرہ جائزہ لیں اور اس بات کا خاص ذیال رکھیں کہ GTO ٹاسک کے دوران کوئی راہنمائی نہیں کرتا۔ GTO ٹاسک کے لیے امیدواروں کو 30 سے 50 منٹ کا وقت دیا جاتا ہے۔

: (Number of Individuals) افراد کی تعداد

اس ٹاسک کے لیے 8 سے 10 افراد کا ایک گروپ ہوتا ہے۔ امیدواران مل کر اس ٹاسک کو مکمل کرتے ہیں۔ اس ٹاسک میں امیدواروں کو چار عدد رکاذوں کو تقریباً 40 منٹ کے وقت میں عبور کرنا ہوتا ہے۔ اس ٹاسک میں امیدوار اپنے سامان انداخت کر کر رکاذوں میں عبور کرتے ہیں۔

: (Dress Code) لباس

GTO ٹاسک کے لیے امیدواران کو سفید رنگ کی فلی شرت، سفید نیکل، سفید کیوس جوڑے اور سفید رنگ کی جرالیں پہننا ضروری ہے۔

: (Required Equipment) مطلوبہ سامان

اس ٹاسک کو مکمل کرنے کے لیے امیدواران کو ایک عدد لگزی کا بھرہ اور دو عدد رسیاں فراہم کی جائیں گی۔ اس ٹاسک میں GTO امیدواران کی باہمی تحدیث ممکنی کا مشاہدہ کیا جاتا ہے۔

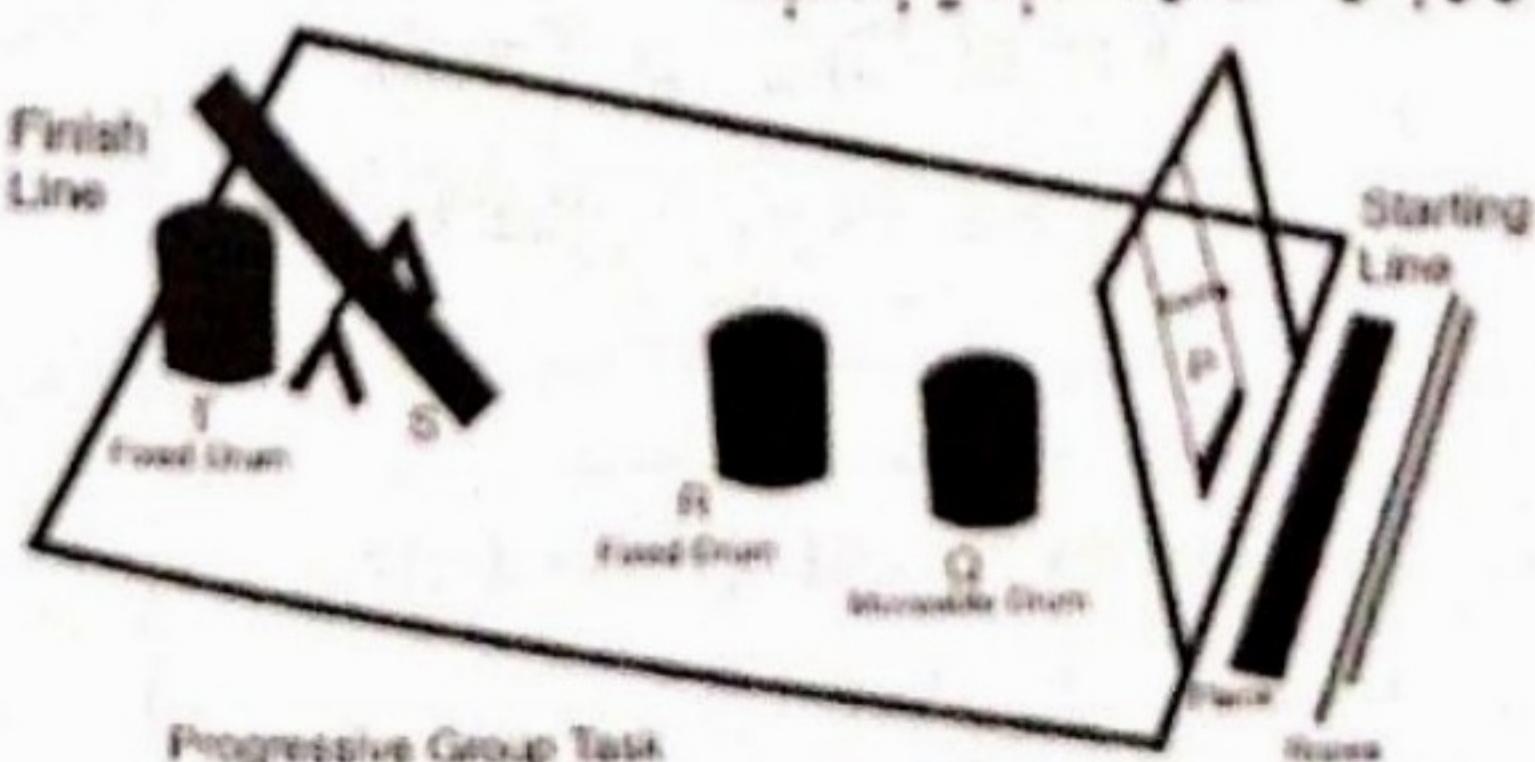


Fig. 1.1

کرنے کا طریقہ (How To Do It):

تصویر بالا مثال نمبر (1.1) میں پروگریسوگروپ ناک کی مثال واضح کی گئی ہے۔ اس میں امیدواران کو بنیادی طور پر نین طرح کے حالات کا سامنا کرنا پڑے گا۔ جن میں پل (Bridge)، جھولا (Swing) اور پلی (Lever) شامل ہیں۔ امیدواروں کو امدادی سامان کے طور پر ایک عدد پچھہ اور دو عدد رسیاں فراہم کی جاتی ہیں۔ امیدواروں کو امدادی سامان کی مدد سے ان رکاوٹوں کو عبور کرنا ہو گا۔

نوٹ: امیدواروں کو پھٹے اور رسیوں کی مدد سے ایک پل (Bridge) بنانا ہو گا جس کی مدد سے انہیں اپنے ساتھیوں کو Starting Point سے Finish Point کی جانب لے کر جانا ہو گا۔ اس سلسلے میں امیدواروں کو چاہیے کہ پھٹے کے ایک کنارے کے ساتھ رسیوں کو باندھ لیں تاکہ اس سے پل (Bridge) کا کام لیا جاسکے۔

منوعات (Prohibited Things):

اس ناک کے دوران درج ذیل امور کی ممانعت ہو گی:

☆ زمین پر سامان یا جسم کا کوئی حصہ لگانا منوع تصور کیا جائے گا۔

☆ سائز ہے چارفت (4½) زیادہ اونچی چھلانگ لگانا بشرطیکہ GTO اس سے زیادہ بلند چھلانگ لگانے کی اجازت دے۔

☆ سکیم کے سرخ نشان زدہ حصوں کی حد کو عبور کرنا کیونکہ نشان زدہ مقامات کے علاوہ باقی تمام رقبہ منوع ہوتا ہے۔

☆ درج بالا قواعد و ضوابط کی خلاف ورزی کو فاؤل (Foul) تصور کیا جائے گا۔ فاؤل کی صورت میں جی ٹی او (GTO)

☆ ناک کو دوبارہ شروع کر دیکھ سکتا ہے اور سکور بھی کاٹ سکتا ہے۔

احتیاطی تدابیر (Precautions):

اس ناک کی تیکیل کے دوران کیڈس کو چاہئے کہ انتہائی محتاط رو یہ اپنا میں اور کسی قسم کی کوئی غلطی نہ کریں اور چاہئے کہ فاؤل کو جی ٹی او کے نوٹس میں لا میں۔

☆ وقت اور فاؤل ایریا کا خاص خیال رکھیں۔

☆ مکمل خود اعتمادی اور چستی کے ساتھ ناک کی تیکیل کریں۔

☆ دوران ناک صرف اپنے اور گروپ ممبران کی طرف توجہ دیں اور GTO کی طرف کوئی دھیان نہ دیں۔

☆ دوران ناک کوئی راہنمائی نہیں کرتا لہذا اس بات کا خاص خیال رکھیں۔

نتائج (Results):

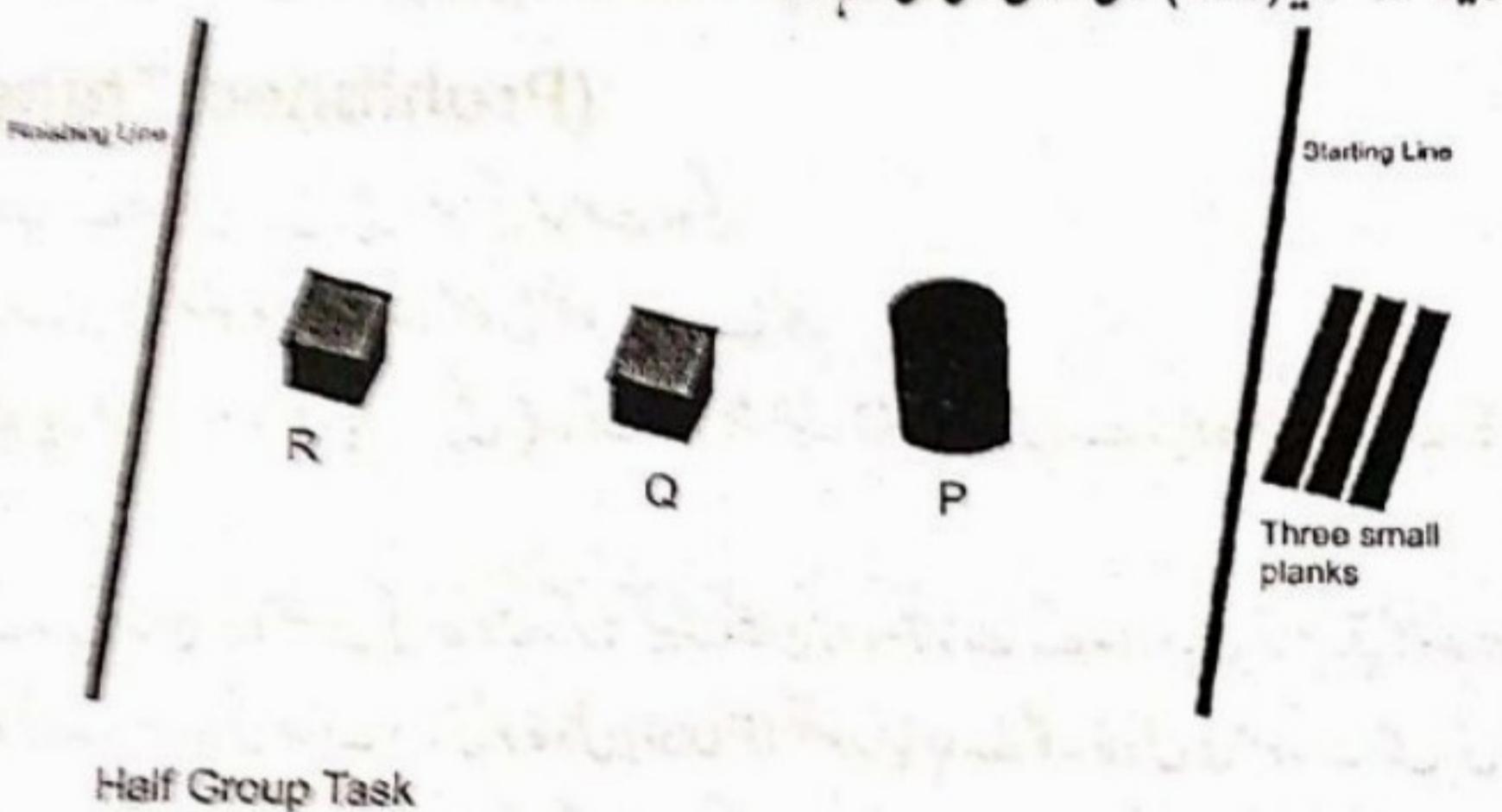
اس ناک کے لیے مقررہ وقت کا دوران یہ 40 منٹ (30 منٹ سے 50 منٹ کی حد بھی ہو سکتی ہے)۔ تمام کیڈس کو فراہم کئے گئے سامان سمیت اس ناک کو مقررہ وقت میں ہی مکمل کرنا ہو گا۔

Half Group Task

(ہاف گروپ ٹاسک)

تعارف (Introduction):

ہاف گروپ ٹاسک میں امیدواران کی تعداد 8 سے 10 تک ہوتی ہے۔ جنہیں دو گروپوں میں تقسیم کر دیا جاتا ہے۔ ہر ایک گروپ کو صرف ایک رکاوٹ کو عبور کرنا پڑتا ہے۔ اس ٹاسک کے شرائی میں GTO آپ کو اس ٹاسک کے تعلق معلومات فراہم کرے گا۔ ان معلومات کو امیدواروں کو مکمل توجہ کے ساتھ سننا چاہیے۔ اس ٹاسک میں امیدواران کو تمام ان گے ماموریت کو عبور کرنا ہوگا جیسا کہ تصویر (1.2) میں مثال دی گئی ہے۔



Half Group Task

Fig. 1.2

کرنے کا طریقہ (How To Do It):

Starting لائن اور Finish لائن کے درمیان دو عدد لکڑی کے پلیٹ فارم موجود ہیں جن کو تصویر بالائیں R اور Q کہا جائے گا۔ اس صورتحال میں امیدواران کے ساتھیوں کو 3 عدد چھوٹے چھنپوں (Planks) کی مدد سے اپنے ساتھیوں کو سامان سمیت Starting لائن سے Finish لائن تک لے کر جانا ہے۔

ضروری ہدایات (Important Instructions):

- اس ٹاسک کو مکمل کرنے کے لیے 20 منٹ کا وقت دیا جاتا ہے۔
- امیدواران کو چاہئے کہ مقررہ وقت میں ٹاسک خوش اسلوبی کے ساتھ مکمل کریں۔
- یہ ٹاسک پر دو گروپ ٹاسک جیسا ہی ہوتا ہے لیکن کچھ فرق ہوتا ہے۔
- اس میں امیدوار کو صرف ایک رکاوٹ عبور کرنا ہوتی ہے اور وقت پورہ سے بیش منٹ کے درمیان ہوتا ہے۔
- اس ٹاسک میں حصہ لینے والے امیدواران کے ایک گروہ کو دو گروہوں میں تقسیم کر دیا جاتا ہے اور دو نئے (Semi Groups) بن جاتے ہیں۔
- دونوں طاقی چھاتی نمبر والے ایک گروہ میں اور ہفت چھاتی نمبر والے دوسرے گروہ میں ہوتے ہیں۔

Command Group Task

(کمانڈ گروپ ٹاسک)

نوار (Introduction): اس ٹاسک میں گروپ ٹیننگ آفیسر (GTO) باری باری ہر ایک امیدوار کو ٹاسک کمانڈر بناتا ہے۔ کمانڈر کو یہ اختیار حاصل ہوتا ہے کہ وہ اپنی مرضی سے تین سے چار افراد کو اپنے مددگار (Assistant) کے طور پر منتخب کر لے جو کمانڈر کے ماتحت کام کرتے ہوئے کمانڈ ٹاسک کی تکمیل میں مدد فراہم کرتے ہیں جیسا کہ تصویر (1.3) میں واضح ہے۔

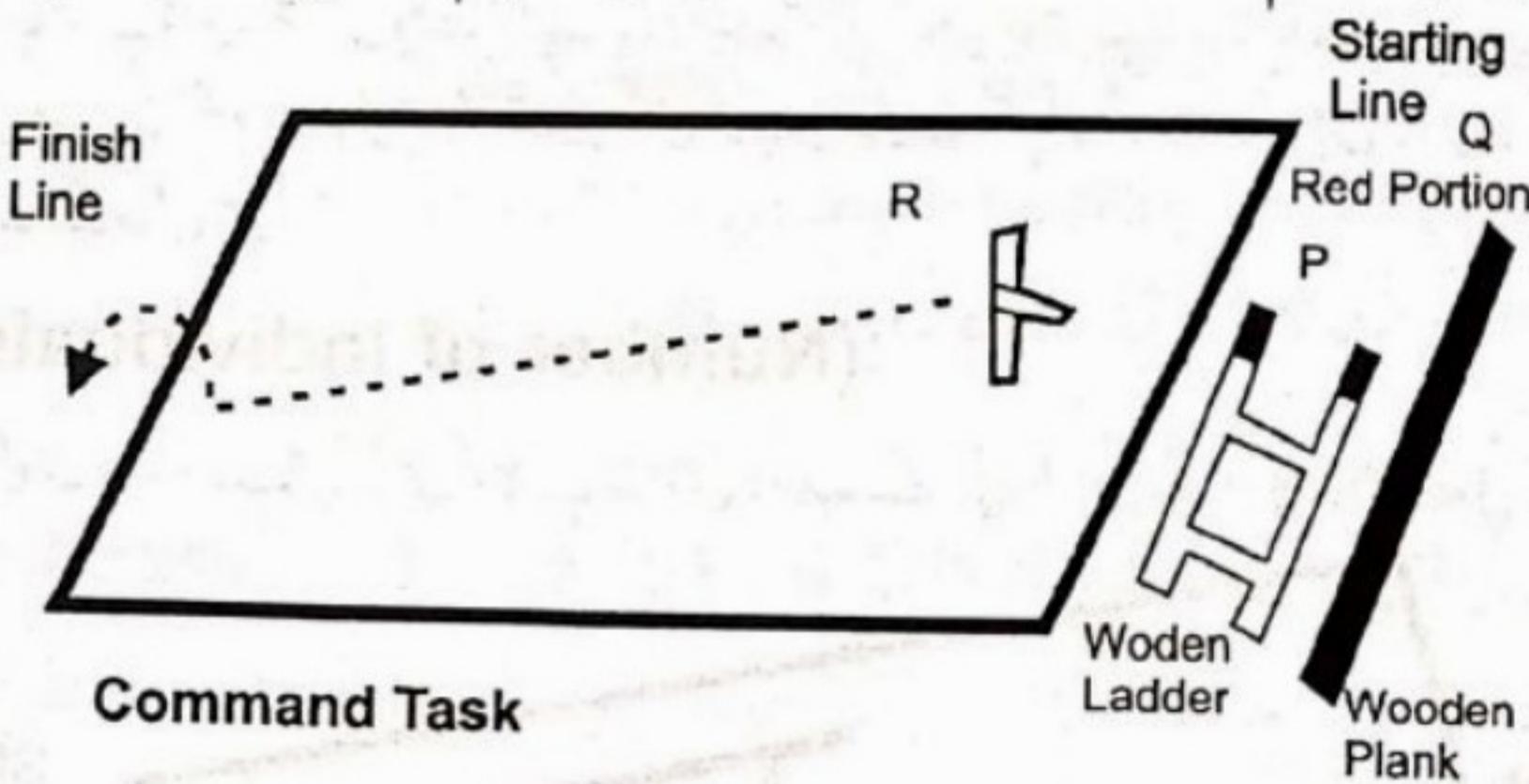


Fig. 1.3

کرنے کا طریقہ کار (How To Do It): کمانڈ ٹاسک میں کمانڈر کو ایک عدد لکڑی کی سیڑھی (Wooden Plank) کو تصویر بالا میں P سے ظاہر کیا گیا ہے اور ایک عدد لکڑی کا تختہ (Plank) دیا جاتا ہے جس کو تصویر میں Q سے ظاہر کیا گیا ہے۔ تصویر میں سیڑھی اور تختہ کے جس حصہ کو سرخ (Red) کیا گیا ہے، اس حصہ کو Starting اور Finish لائن کے درمیان زمین پر لگایا جاسکتا ہے لہذا کمانڈ ٹاسک کے دوران کمانڈر کو چاہیے کہ سیڑھی اور تختہ کو اس انداز سے جوڑے جیسا کہ تصویر میں لفظ R سے ظاہر ہے۔ اس کی مدد سے آپ اس ٹاسک کو کامیابی سے انجام دے سکتے ہیں۔

ضروری ہدایات (Important Instructions)

- ☆ آپ کمانڈر کی حیثیت سے کمانڈ ٹاسک انجام دیتے ہیں لہذا آپ کو دیگر ساتھیوں کے مشورے سے اجتناب (Avoid) کرنا چاہیے۔
- ☆ کمانڈر کے طور پر کام کرتے ہوئے امیدوار کو خود کام کرنے سے اجتناب (Avoid) کرنا چاہیے۔ آپ اپنی ٹیم کو ہدایات جاری کرتے ہوئے اس ٹاسک کو انجام دیں۔
- ☆ اس بات کا خاص خیال رکھیں کہ کوئی بھی امیدوار جو کہ کمانڈر کے ماتحت ہو، بے کار (IDLE) کھڑا نہ رہے بلکہ ٹاسک انجام دینے میں مصروف کار رہے۔
- ☆ ٹاسک کو کامیابی سے مکمل کرنے کے لیے انہی ہدایات پر عمل کریں جو کہ سابقہ ٹاسک کو مکمل کرنے کے لیے مد نظر رکھی گئیں۔
- ☆ کمانڈر ز سامان سمیت تمام افراد سے مقررہ وقت میں ٹاسک مکمل کروائیں۔
- ☆ ٹاسک کی تکمیل کے لیے عموماً 20 منٹ کا وقت دیا جاتا ہے۔
- ☆ اس ٹاسک میں کوئی خاص رکاوٹ نہیں ہوتی بلکہ ٹاسک افراد، پھٹوں یا اس قسم کی دیگر اشیاء سے زمین کو چھوئے بغیر تمام امیدواروں کو فائل پاؤٹ تک پہنچنا ہوتا ہے۔



Individual Obstacles

(انفرادی رکاوٹیں)

تعارف (Introduction)

ISSB میں یہ مرحلہ کافی زیادہ اہمیت کا حامل ہوتا ہے۔ یہ ناسک دس عدد رکاؤں پر مشتمل ہوتا ہے۔ ان رکاؤں کو امیدوار نے اپنے مقررہ وقت میں عبور کرنا ہوتا ہے۔ ہر رکاٹ کو عبور کرنے کے مخصوص نمبر ہوتے ہیں۔ عموماً مجموعی طور پر 44 نمبرز ہوتے ہیں۔

انفرادی رکاؤں کی اہمیت (Significance of Individual Obstacles)

اس ٹیسٹ کا بنیادی مقصد امیدوار کی جسمانی فتنس، ہمت، حوصلہ، چستی اور طاقت کے ساتھ ساتھ ذہنی صلاحیت کا مشاہدہ کرتا ہے۔

طریقہ کار (Procedure):

سب سے پہلے GTO رکاؤں کے بارے میں امیدواروں کو تفصیل سے معلومات فراہم کرتا ہے اور ہدایات دیتا ہے۔ اس کے بعد امیدواروں کو درمیان میں بنے ہوئے دائرے میں کھڑا کر دیا جاتا ہے جہاں سے وہ اپنی مرضی کے مطابق رکاؤں کو دامیں یا بائیس جانب سے عبور کرنا شروع کرتے ہیں۔

ضروری ہدایات (Important Instructions)

* امیدوار کو دو سے تین (3,2) منٹ کا وقت دیا جاتا ہے اور اس وقت میں اسے تقریباً دس (10) رکاؤں کو عبور کرنا ہوتا ہے اہمدا وقت کا خاص خیال رکھیں۔

* کوشش کریں کہ آسان ترین رکاٹ کو پہلے عبور کریں اور پھر مشکل سے مشکل تر رکاٹ کی طرف جائیں۔

* صرف ایک ہی رکاٹ کو بار بار عبور نہ کریں۔ اس طرح آپ کی صلاحیتوں کو مناسب طور پر پرکھانے جائے گا۔

* ایک رکاٹ پر ایک بار ناکامی کی صورت میں دوبارہ کوشش کریں اور بار بار ناکامی کی صورت میں کسی دوسری رکاٹ کی طرف توجہ دیں تاکہ وقت ضائع نہ ہو اور آپ اپنے نمبروں میں اضافہ کر سکیں۔

* رکاؤں کو مکمل اعتماد لگن اور چستی و پھرتنی کے ساتھ عبور کریں۔

* رکاؤں کے میدان میں جانے سے پہلے ایک بار تمام رکاؤں کا بغور جائزہ لے لیں اور اپنے ذہن میں ایک ترتیب بنالیں۔

* ہر امیدوار کو دو (2) یا تین (3) منٹ کے اندر دس (10) رکاؤں کا سلسلہ عبور کرنا ہوتا ہے۔ رکاؤں میں اور ان کے

روں کی تقسیم درج ذیل ہے:

(Obstacle) رکاوٹ	(Marks) نمبر
1. Monkey Bridge	07
2. Zig-Zag	04
3. Hanging Rope	11
4. Hanging Tyre	02
5. Boxing Ring	03
6. Tarzan Swing	06
7. High Jump	04
8. Long Jump	02
9. Children Slide	05
Total Marks	44

مندرجہ بالا رکاؤٹوں میں رستے کی مدد سے نہر کی کراسنگ، سچ سے رسی کی مدد سے پھلانگ، ہتھی ڈاؤن اور اپ رکاؤٹیں لئکے ہوئے تار میں سے گزرنا، شارت سچ سے مطلوبہ ثار گٹ تک رسائی، اینگل سلاسیڈنگ پر دوڑتے ہوئے رکاوٹ عبور کرنا، جال پر چڑھنا، رسہ کی مدد سے پول پر چڑھنا، اوپھی دیوار پر چڑھنا، گڑھا کراس کرنا، رسہ کی مدد سے گڑھا کراس کرنا، خاص انداز سے دوڑتے ہوئے بڑا گڑھا کراس کرنا وغیرہ شامل ہیں۔۔



رکاؤں کی تفصیل : (Detail of Hurdles)

انفرادی رکاؤں میں جیسا کہ نام سے ظاہر ہے اس ناسک میں امیدوار انفرادی طور پر رکاؤں کو عبور کرتا ہے۔ عام طور پر ان رکاؤں کی تعداد نو (9) سے دس (10) ہوتی ہے جن کو دو (2) سے تین (3) منٹ کے محدود وقت میں امیدوار کو انجام دینا ہوتا ہے۔

ان رکاؤں کی نوعیت مختلف ہوتی ہے۔ چند رکاؤں میں آسان ہوتی ہیں جبکہ کچھ رکاؤں مشکل بھی ہوتی ہیں جن کو امیدوار مشق کے ذریعے آسان بنایا جاتا ہے۔ رکاؤں کی تفصیل درج ذیل ہے:

- (1) Rope climbing (climbing up 16 feet rope).
- (2) Long jump (7 feet ditch).
- (3) Monkey crawl.
- (4) Tarzan Swing.
- (5) Passing through a tyre.
- (6) Walking over a beam (7 feet long).
- (7) Wall climbing (7 feet high wall).
- (8) Plank jump.
- (9) Walking over parallel ropes.
- (10) Tarzan jump.

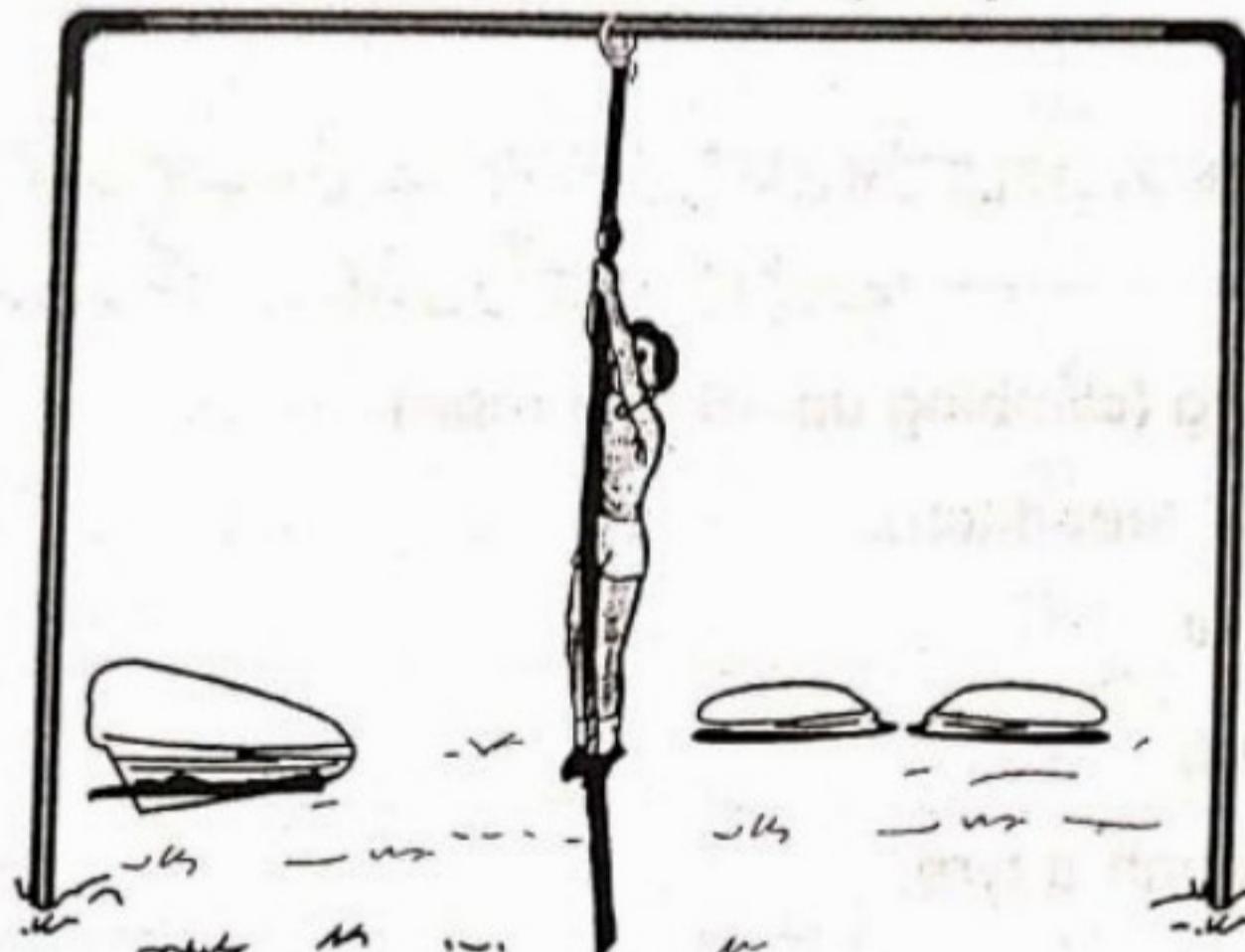
امیدوار کے لیے یہ ضروری نہیں کہ وہ رکاؤں کو دی گئی ترتیب کے مطابق ہی عبور کرے۔ امیدوار اپنی مرضی اور سہولت کے مطابق رکاؤں میں عبور کر سکتا ہے۔

یہ بھی ممکن ہے کہ امیدوار کو 150 سے 200 گز لمبی رکاؤں کی دوڑ جس میں گڑھے یہریں اور مختلف نوعیت کی رکاؤں شامل ہیں، کو پھلانگتے ہوئے متعلقہ فاصلہ طے کرنا پڑے۔



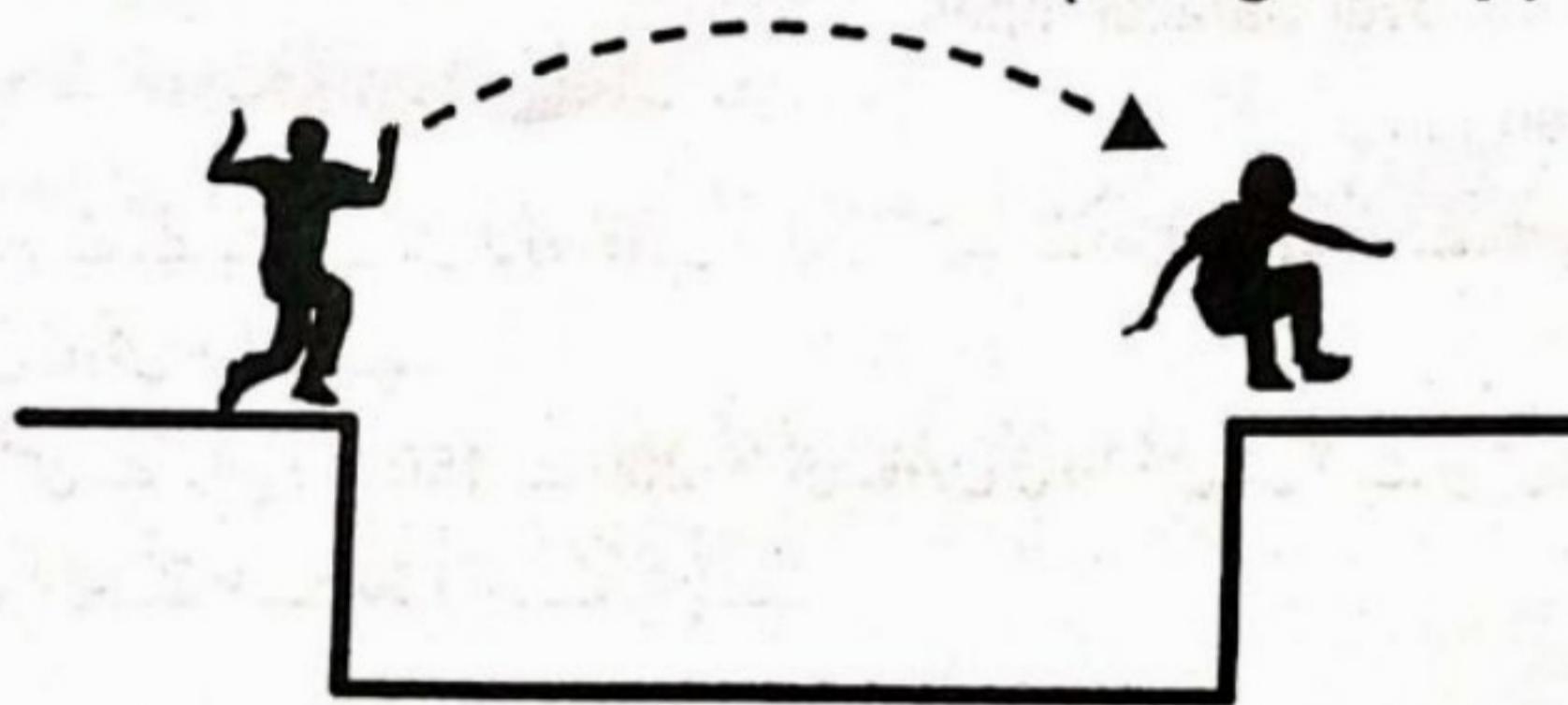
کرنے کا طریقہ (How To Do It)

1- ری چڑھنا (Rope Climbing)



نوت: یہ ایک آسان مشق ہے۔ اس میں امیدوار کو 16 فٹ لمبی ری کی مدد سے اپنے ہاتھوں، پاؤں اور گھٹنوں کو استعمال میں لاتے ہوئے ری کی مقررہ بلندی تک جانا اور واپس اترنا ہوتا ہے۔

2- لمبی چھلانگ (Long Jump):



LONG JUMP

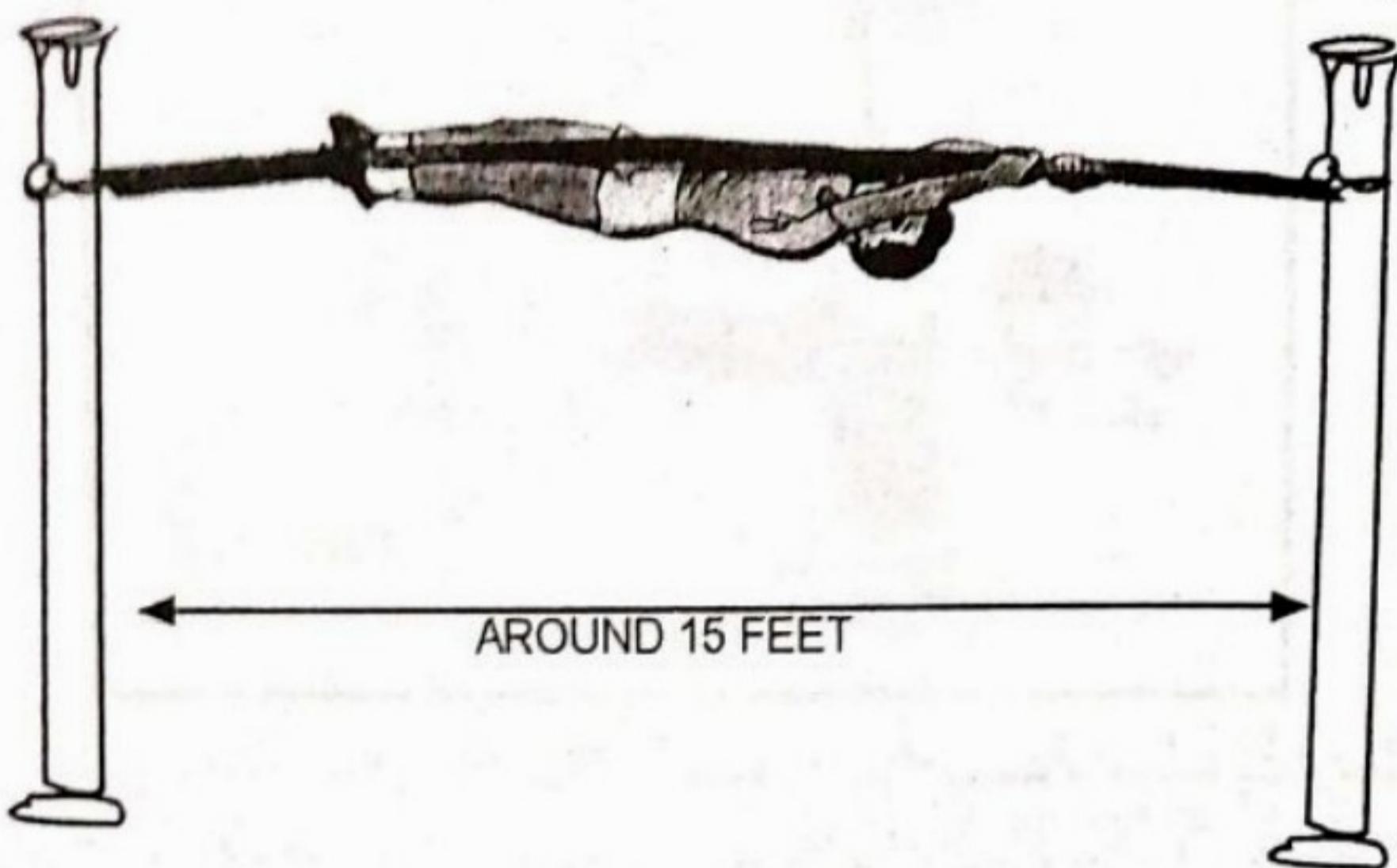
نوت: لمبی چھلانگ کے لیے امیدوار کو چاہیے کہ وہ رکاٹ کو عبور کرتے ہوئے گڑھے کے اندر نہ دیکھے بلکہ اپنی نگاہ کو گڑھے کے دوسرا جانب رکھے جس جگہ امیدوار نے گڑھا عبور کر کے پہنچنا ہے۔

اس رکاٹ کو عبور کرتے وقت امیدوار کو چاہیے کہ وہ مناسب فاصلے سے تیز رفتاری کے ساتھ بھاگتے ہوئے آئے اور گڑھے کے Starting Point سے اپنی چھلانگ کا آغاز کرے جیسا کہ اوپر تصویر میں واضح ہے۔

3- بندر کی طرح رینگنا (Monkey Crawl):

اس رکاٹ میں امیدوار کو 15 فٹ لمبی ری جس کو درختوں کے درمیان یا پھر دو پولز کے درمیان باندھا ہوتا ہے، اس

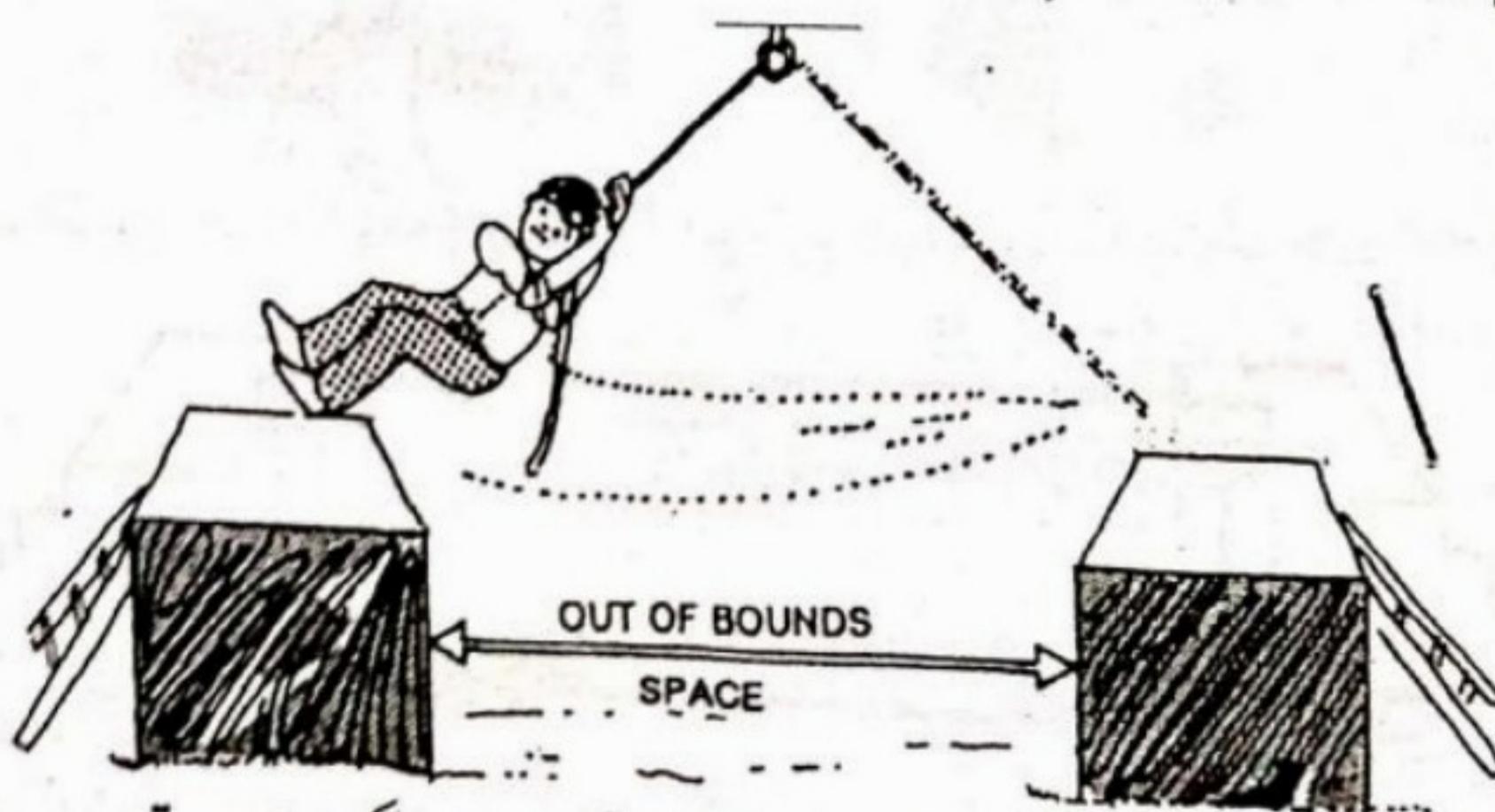
رسی کی مدد سے بندر کی طرح رسی کے ساتھ چیک کر ایک پول سے دوسرے پول کی جانب جانا پڑتا ہے جیسا کہ درج ذیل تصویر میں دیکھایا گیا ہے:



نٹ: امیدوار اس رکاوٹ کو اپنے ہاتھوں اور پاؤں کا بھرپور استعمال کرتے ہوئے عبور کرے۔ اپنے دونوں ہاتھوں کو رسی کے اوپر کی جانب رکھے اور اپنے جسم کو رسی سے جدا نہ کرے۔ امیدوار زمین کی طرف دیکھنے سے احتساب کرے۔

4- ٹارزن کی طرح جھولنا (Tarzan Swing):

اس رکاوٹ میں امیدوار کو ایک رسی کی مدد سے گڑھا عبور کرنا پڑتا ہے۔ امیدوار بھاگتے ہوئے رسی کی مدد سے لٹک کر گڑھا عبور کرتا ہے جیسا کہ تصویر میں واضح ہے۔

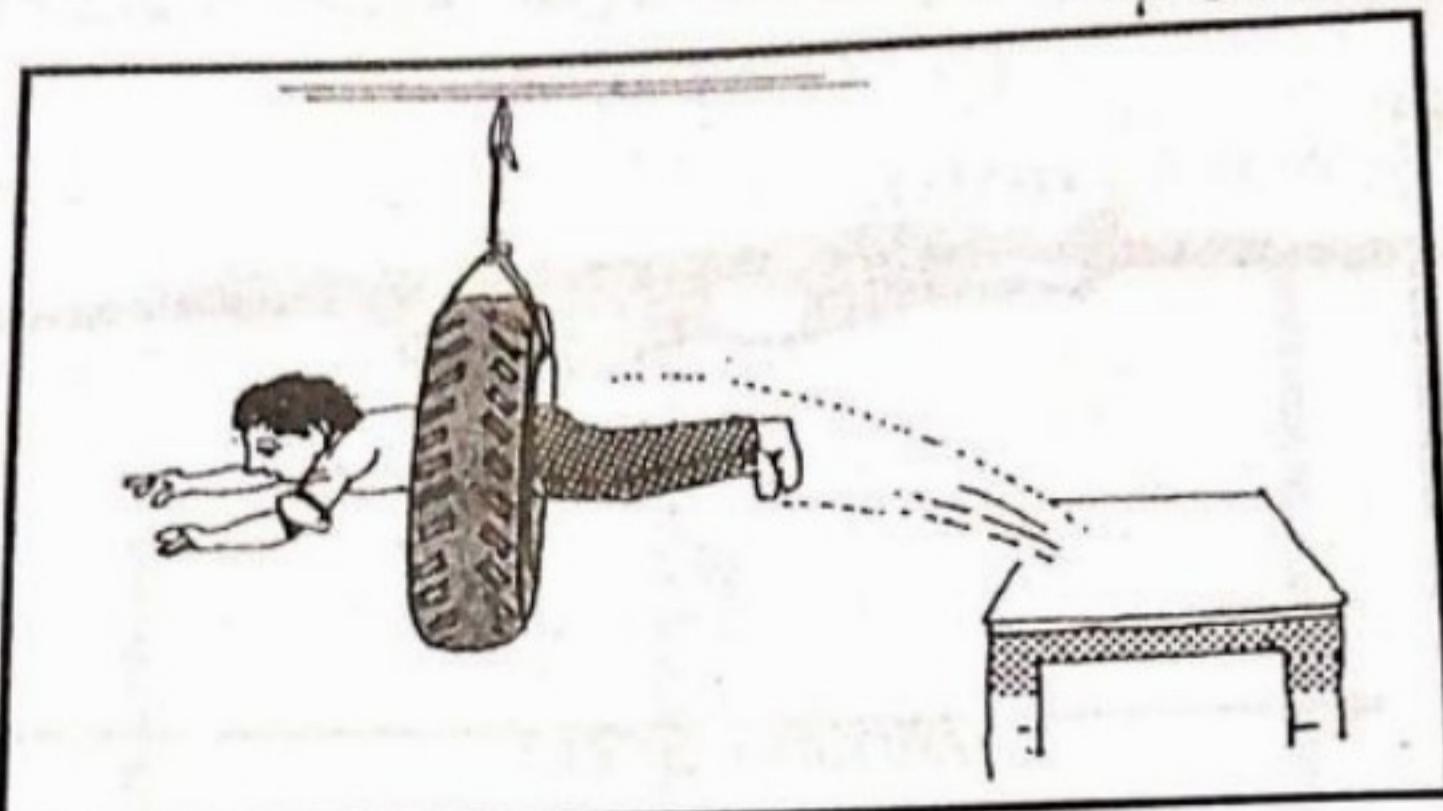


نٹ: اس رکاوٹ کو عبور کرتے ہوئے امیدوار کو چاہیے کہ وہ رسی کو جتنی بلندی سے ممکن ہو، اپنے ہاتھوں سے مضبوط پکڑے۔ رسی کو مضبوطی سے پکڑنے کے بعد امیدوار کو چاہیے کہ وہ تیز رفتاری سے رسی کے ساتھ جھولتے ہوئے رکاوٹ کے دوسری جانب چلا گئے لگائے۔

5- ناٹ سے گزرنا (Passing Through Tyre):

اس رکاوٹ میں امیدوار کو ایک بڑے ناٹ میں سے گزرنा ہوتا ہے جس کو رسی کی مدد سے ایک مخصوص اونچائی پر باندھا

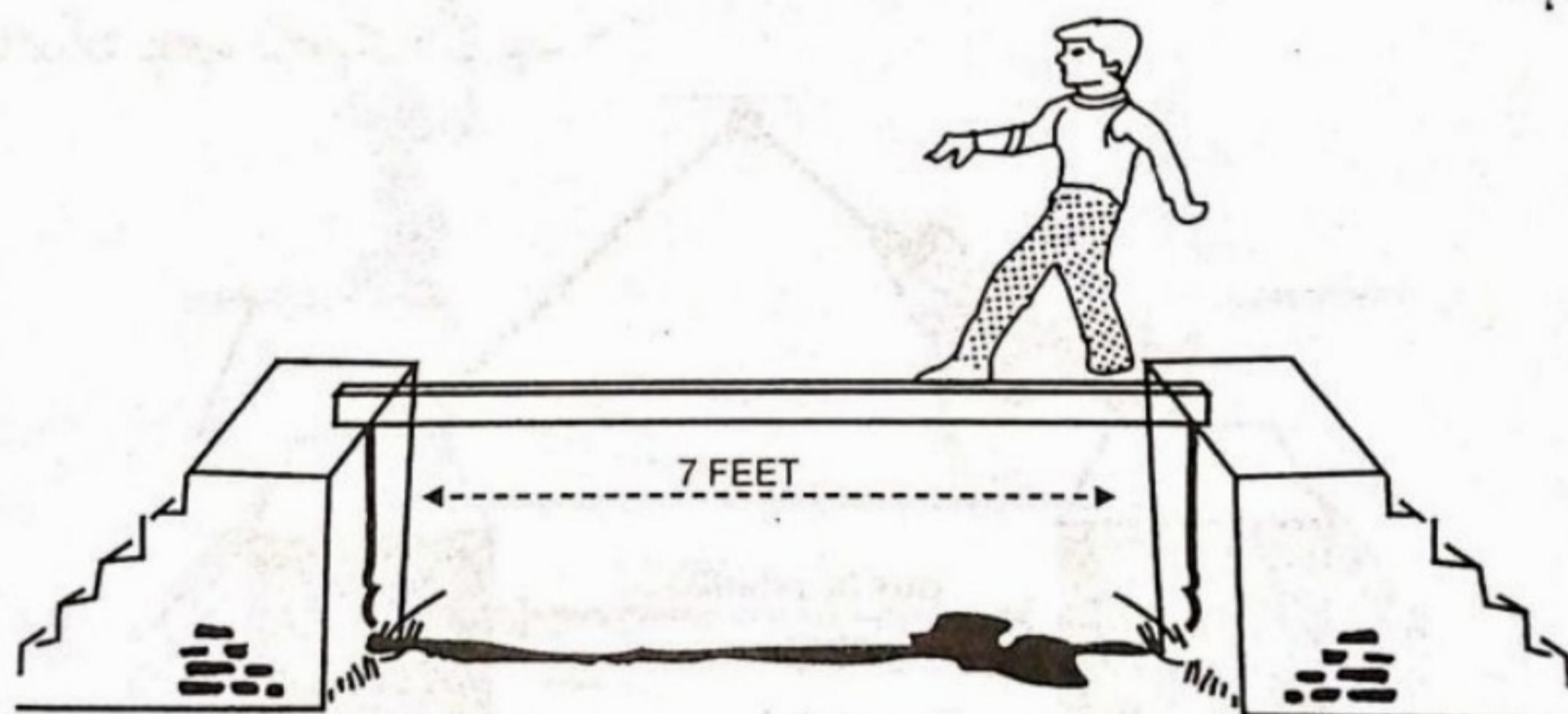
ہوتا ہے جیسا کہ تصویر ذیل میں واضح ہے:



نوٹ: امیدوار کو چاہیے کہ وہ نائز کے اوپر موجود ری کو مضبوطی سے دونوں ہاتھوں سے تھام لے۔ پہلے مرحلہ میں اپنے پاؤں کو نائز سے گزارے اور پھر باقی جسم کو نائز سے گزار کر دوسری جانب اتر جائے۔ امیدوار کو چاہیے کہ آخری وقت تک رسی کو اپنے ہاتھوں سے مضبوط پکڑے رکھے۔ اس سے امیدوار کو اپنا توازن برقرار رکھنے میں مدد ملے گی۔

6- ستون پر چلننا (Walking Over a Beam) (Walking Over a Beam)

اس رکاوٹ میں امیدوار کو سات (7) فٹ لمبے ستون پر اپنا توازن برقرار رکھتے ہوئے چلننا پڑتا ہے جیسا کہ تصویر میں واضح ہے۔

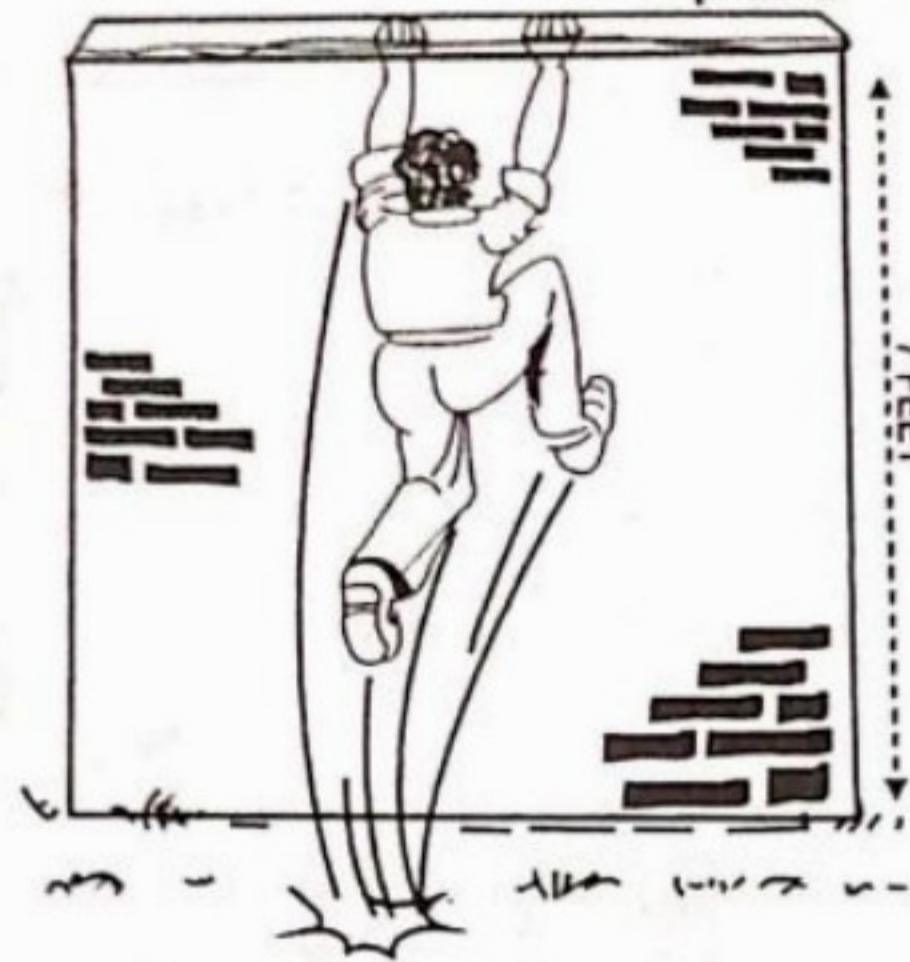


نوٹ: اس رکاوٹ میں امیدوار کو صرف اپنے آپ کو بیلنس (Balance) رکھتے ہوئے ایک پتلے ستون پر چلنا ہے۔ امیدوار کو چاہیے کہ وہ ستون اور اپنی حرکت (Movement) کا خاص خیال رکھتے ہوئے تیزی سے منزل کی جانب بڑھے۔ امیدوار کو زمین کی طرف دیکھنے سے اجتناب کرنا چاہیے۔ زمین پر دیکھنے سے امیدوار اپنا اعتماد ہو بیٹھتا ہے۔

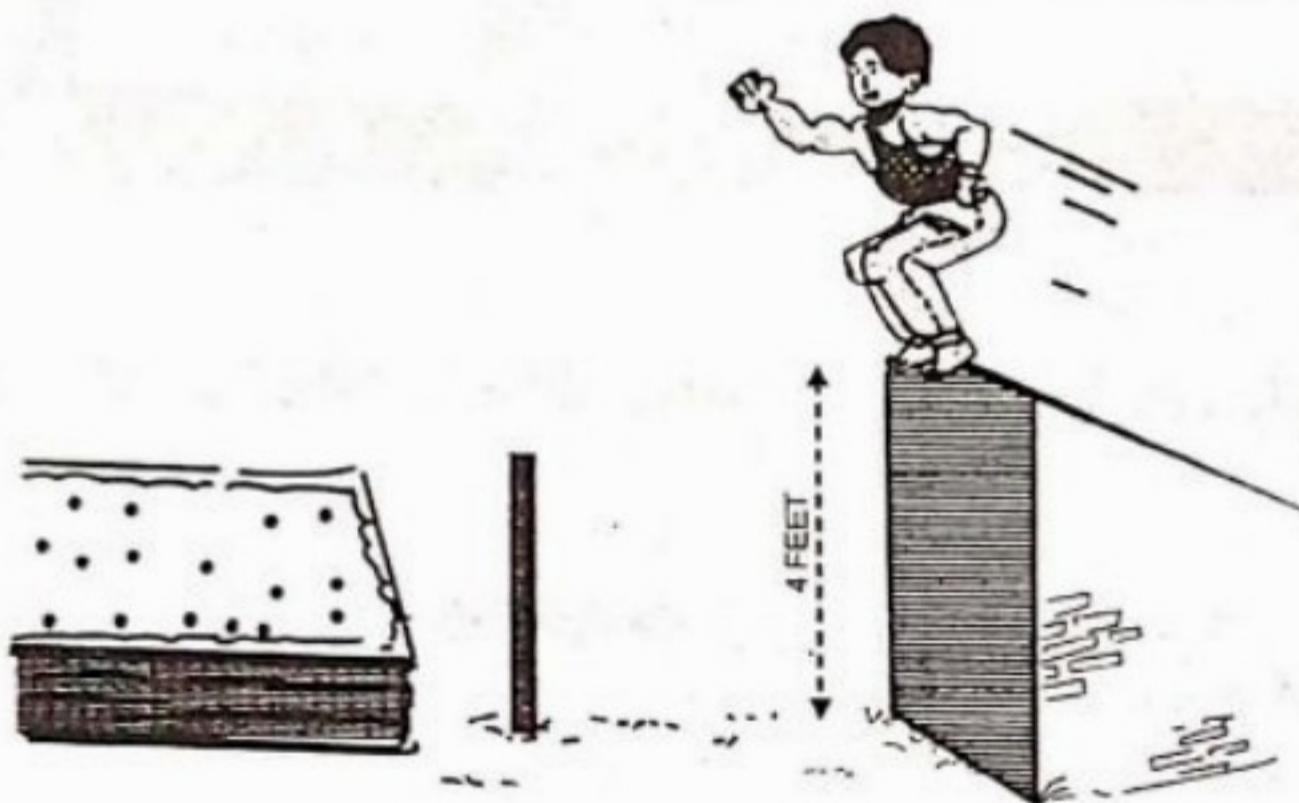
7- دیوار پھلانگنا (Wall Climbing) (Wall Climbing)

اس رکاوٹ کو عبور کرنے کے لیے امیدوار کو بھاگ کتے ہوئے سات (7) فٹ اوپر خیال دیوار کے اوپر اپنی گرفت بنانا ہوتی ہے۔ امیدوار ایک بار اپنی مضبوط گرفت بنانے میں کامیاب ہو جائے تو پھر دیوار پھلانگنا میں کوئی

دشواری نہیں ہوتی جیسا کہ تصویر میں دیکھایا گیا ہے۔

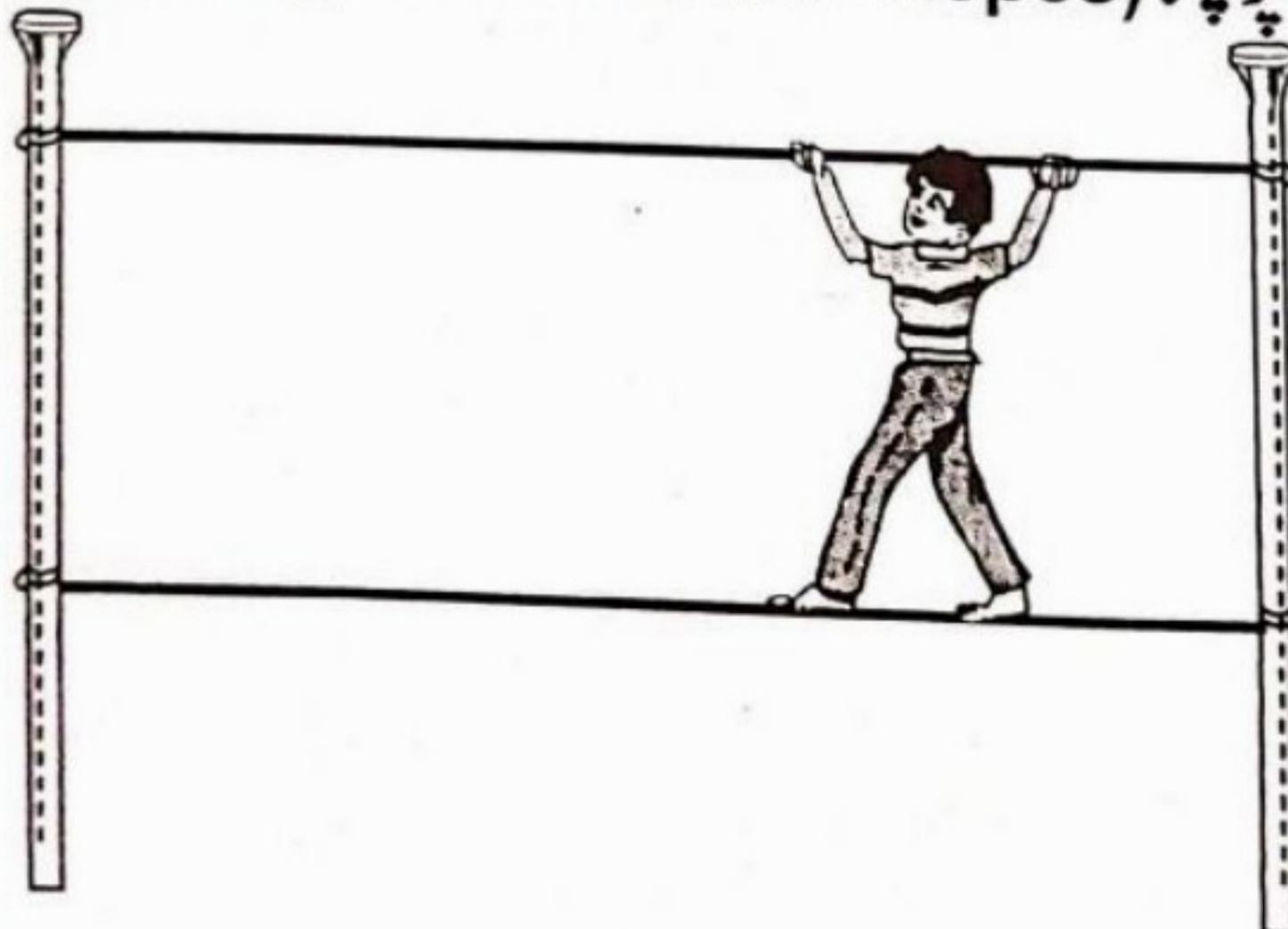


8- باریک تخت پھلانگنا (Plank Jump)



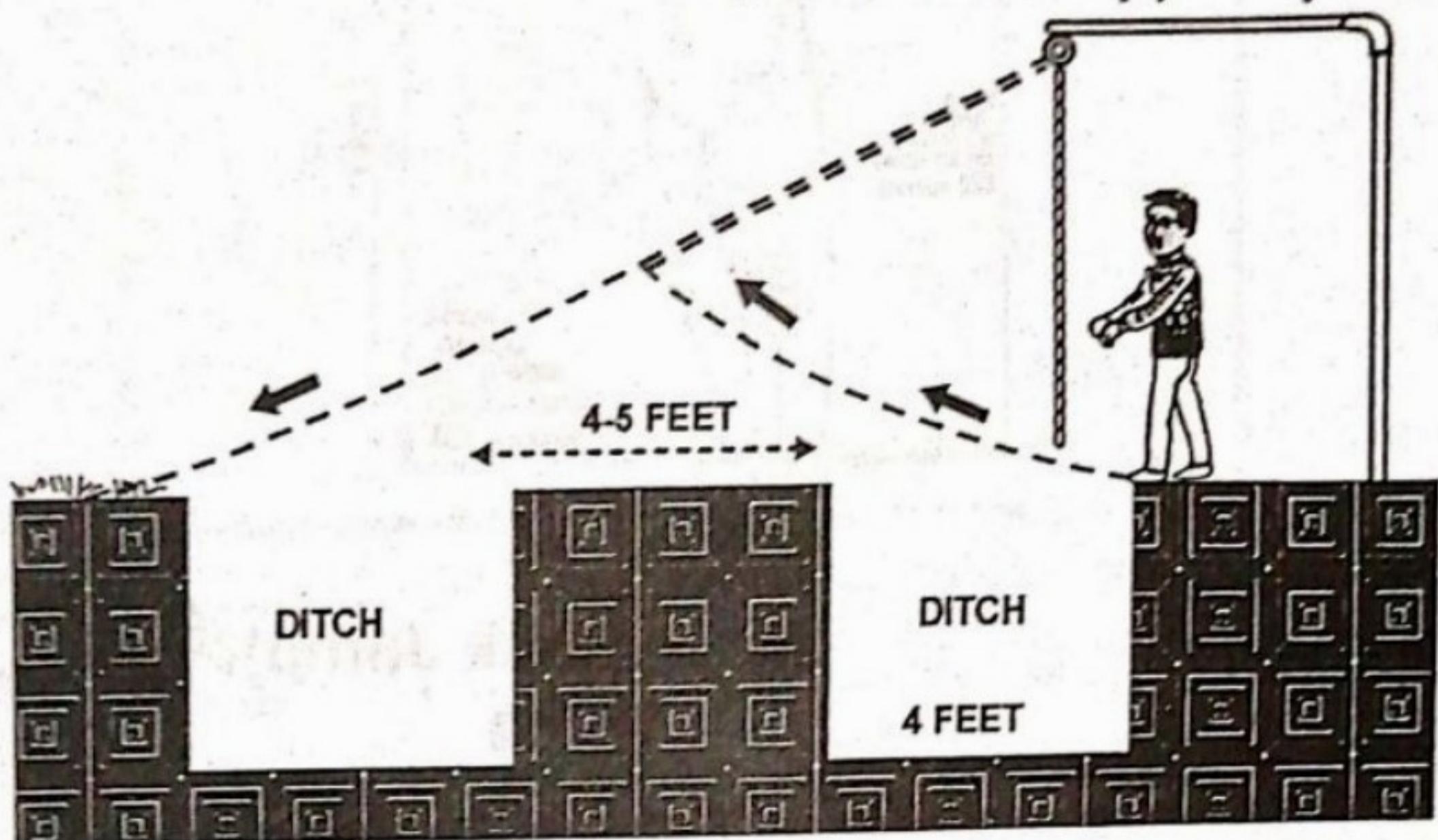
نوت: امیدوار اس رکاوٹ کو عبور کرنے کے لیے اپنے آپ کو بیلنس (Balance) کر کے ایک تخت سے دوسرے تخت کی جانب جو کہ عمودی ڈھلوان میں ہوتے ہیں پھلانگتے ہوئے عبور کرتا ہے۔

9- متوازی رسیوں پر چلنا (Walking Over Parallel Repes)



اس رکاوٹ میں بھی امیدوار کو خود کو متوازن رکھنے کی صلاحیت کا مظاہرہ کرنا ہوتا ہے۔ دو عدد رسیاں جن میں سے ایک ہاتھوں میں اور دوسری پاؤں میں ہوتی ہے امیدوار اپنے ہاتھوں اور پاؤں کی مدد سے رکاوٹ کو عبور کرتا ہے۔

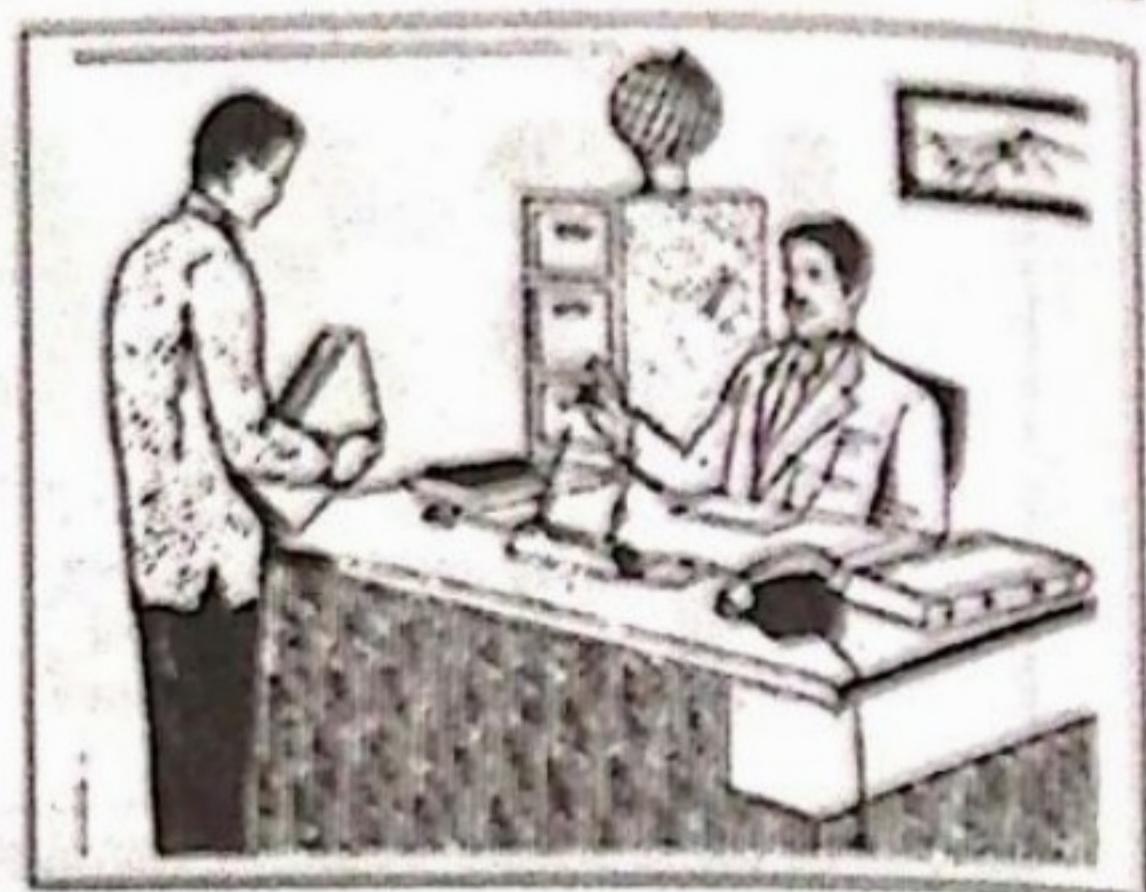
10- ٹارزن کی چھلانگ (Tarzan Jump)



اس رکاوٹ کو امیدوار 40 سے 50 قدم کے فاصلے سے دوڑتے ہوئے عبور کرتا ہے۔ یہ ایک فری شائل چھلانگ ہوتی ہے۔



Though the word interview is used only in the case of formal 'interviews' conducted for purposes of official selection of candidates. It has much wider meaning. Basically, an interview involves a situation where at least two persons get together to solve a problem. Here 'problem' is meant to convey any proposition which is of common interest to all those who are the participants in the interview. It is not wrong to say that almost all of our social life is a series of interviews.



INTRODUCTION

Interview is a conversation with a purpose. It involves the selector and the candidate. No doubt, caliber and suitability of the candidate are very important, but equally important is an interview.

Interview is really face-to-face situation. A complete knowledge and plus points of candidates are of paramount importance. A candidate must reveal his very best and most accurate aspects. A candidate, while being interviewed must (a) not lose temper (b) be polite (c) not be arrogant.

He must tell interviewing officer about his qualification, experience and other particulars in a lucid, concise, confident and precise manner. The way a candidate presents himself goes a long way to impress the interviewer.

Pre-interview preparation is the key to a good interview. Nervousness often leads to poor performance.

It must be remembered that "being good at interview is a skill, which is quite separate from work-skill". Be prepared and be positive about yourself.

The candidate will be interviewed by a Board who will have before them a record of his career. He will be asked questions on matters of general interest. The object of the interview is to assess the personal suitability of the candidate for the services or service for which he has applied by a Board of competent and unbiased observers. The test is intended to judge the mental caliber of a candidate. In broad terms, this is really an assessment of not only his intellectual qualities but also social traits and his interest in current affairs. Some of the qualities to be judged are mental alertness, critical power of assimilation, clear and logical exposition, balance of judgement, variety and depth of interest, ability for social cohesion and leadership, intellectual and moral integrity.

The technique of the interview is not that of strict cross examination but of a natural though directed and purposive conversation which is intended to reveal the mental qualities of the candidate.

The personality test is not intended to be a test either of the specialized or general knowledge of the candidate which have been already tested through his written papers. Candidates are expected to have taken an intelligent interest not only in their special subject of academic study but also in the events which are happening around them both within and without their own state or country, as well as in modern currents of thought, and in new discoveries which should rouse the curiosity of well-educated youth.

This serves as an example of the viewpoint of the giver. The giver will always have as clear a picture in his mind of the requirements of the situation as possible. He would have a mental picture of the type of person he thinks would suit his purpose. Therefore, here is a moral of the interviewees.

What Is An Interview?

A successful interview means a bright career. It has become an integral part of almost all competitive examinations. Interview is more revealing and important than written test. It depicts candidate's power of expression, initiative, drive, tact, alertness and self-confidence. Interviewer judges through interview as to whether the candidate has the quality of critical appreciation, clear and logical exposition, balanced judgement, ability for social cohesion, leadership qualities, moral integrity and social adaptability. "An interview can make or mar your career."

If, on the other hand, a prospective candidate is satisfied with his 'self-interview' it would give him poise and confidence when the actual interview takes place. He would be sure of himself and his suitability. He would have developed a sense of ego which is greatly valued by all the interviewers.

It may be thought it would amount to 'building castles in the air'. Well, there is no harm in building castles in the air, only if foundations are provided under them.

PREPARATION FOR INTERVIEWS

The ideal way for preparation for an interview to be conducted by the ISSB should be systematic and regular. It should begin at the same time as the ordinary studies connected with the written papers. The candidate should set aside one hour for special training, once a week, on an average, for at least one year prior to appearing in a competitive examination.

Preparing for an interview is like preparing for a rough and tough expedition. A *viva voce* test may sometimes prove to be a typhoon. The candidate has got to be prepared for the worst if he wants to come out successful. A candidate requires much skill and energy and there exists a huge store of energy within himself waiting to be tapped if he has only the necessary will and determination. Allah has endowed every human being with capacities of thought and action. But these are useless as a machine deprived of its motion power unless they are nursed and properly exercised. Human qualities are like tender plants, feed them and they will grow, starve them and they will wither, and consequently die. A candidate should bring his suppressed store of energy to the surface and apply it to the full. By unlocking one store of energy, he will be able to

quickly unlock another. Thus, the candidate's mental outlook will become frank and optimistic instead of pessimistic and suppressed.

The interviewee should develop in himself the following qualities:

Healthy appearance helps a great deal. A person with a shattered health cannot impress others. Artificial make-up or fashionable dress cannot compensate for poor general appearance. A person must try his level best to make himself healthy.

Smartness is another important feature which an interviewee has to take into account. A smart person impresses a lot. Even if a person is not very brilliant, he can well make a good first impression with his smartness, and the first impression counts great deal at short interviews. Shoulders shall be well squared, arms at ease, in a natural position on the lap, and knees together, but not crossed, the eyes should neither develop a stare nor the inquisitiveness, the candidate while entering or leaving the room should walk with natural ease and forsake all kinds of clumsiness. The candidate's hearing should be alertly attentive. He should avoid saying *beg your pardon*. The candidate should equally guard against himself against being over-smart.

Mental culture is equally important. A person with some inherent physical limitations can make a good impression by his mental alertness and his intellectual brilliance. Intelligence is developed with real and useful knowledge. A person must know the basic principles of science, economics, history, geography, sociology and civics, etc. In order to develop his knowledge, a candidate must read newspapers, monthlies and other important books. Travelling also helps a lot in this connection.

Dress is another important factor which helps the interviewee. A well-dressed person has an initial advantage over the ill-dressed one. The candidate must avoid to use a brand new costly suit, especially get prepared for the interview. In quite a similar manner, the candidate must avoid wearing a brand new pair of shoes and must use well-polished shoes. Brand new dresses place a person in a little uncomfortable position. It would be unwise for a candidate to suit himself in dress with which he is not familiar.

A candidate must develop a social personality. He should attend public lectures, public debates, etc. He should try to be a good conversationalist as well as a master orator.

Self-confidence: An interviewee should have self-confidence. Nervousness, palpitation and perspiration are signs of lack of self-confidence. Inferiority complex and lack of confidence are usually results of ignorance and weakness in knowledge. A candidate with a strong body, a sound mind, with a vast reading and a wide experience will seldom fear. He will be able to face the members of the board as if they are his equal.

Shake off fear: Many a candidates have failed to get into service simply because they could not come up to the mark in the *viva voce* test. The main cause of their failure has always been the fear of the Interview Board. It should be remembered well that "prosperity cannot be built on fear". A candidate should have courage, and above all, self-confidence to face the whole situation in a jovial manner.

You may know the joy of skating off on a cold day. You may know the delight of a fine meal after a long walk. These are real and wholesome but all such things put

together cannot approach the thrill of ridding yourself of fear. The conquest of fear is one continuous, grand and glorious feeling. It is equally easy and equally dangerous — to become a martyr to one's own fear. Rather, it must be shaken off. Have courage, cheerfulness and self-confidence in you and success is sure and yours.

TACTICS OF APPEARING AT INTERVIEWS

Broadly speaking, an interview is nothing more than a mere conversation. It is a two-way traffic in which the interviewer tries to discover whether a student or a candidate has the ability to a particular job. The interviewer does not have much time at his disposal, and hence, he attempts to have a fair estimate of the personality, attitude and knowledge of the candidate in a summary manner. Therefore, quickness and tranquil confidence are of essential importance for the interviewees. It is quite possible to be rapid without being hasty and to be cool and composed without being slow.

There is no doubt in the fact that knowledge of the subject or subjects regarding which the interviewer may question the candidate is quite essential. But it should be considered that an interview is not merely an examination of the amount of information that a candidate possess. More often, the academic knowledge of a candidate is estimated in written examinations. Usually, interviews are conducted to supplement and complement and not supplant a written examination. The interview, ordinarily, follows the written examination. The written examination is the first stage in which the less knowledgeable candidates are weeded out. The interviewer tries to finding out the extent and intensity of the candidate's command over the subjects, the traits of his personality and the main feature of his attitude.

Therefore, a candidate must demonstrate to the interviewer, the better aspects of his personality. He should have appreciable command over his subjects, but at the same time he must be in a position to face others in a confident, courteous and relaxed manner.

The art of relaxation: To relax is not a difficult thing. Dale Carnegie, the popular American author, has offered a reasonable enough formula to offer for the art of relaxation. He says that nothing succeeds better in taking out the element of fear and stiffness from the eminent members of the Interview Board as imagining them in formal conditions. He suggests that, a candidate to do well in an interview should not regard the examiners as superior men, or extraordinary and majestic men but simply as men. Relaxation would make a candidate feel at home with the others. The candidate then considers his examiners or interviewers as friends and not enemies. It may also be noted here that the same tactics are found to be very helpful in case of public speaking. The speaker should not be afraid of his audience, he should not consider that his audience are superior to him or even equal to him. On the contrary, he must consider the members of the audience as somewhat inferior to him in intelligence and knowledge. So to say, he must have confidence and dynamism.

The art of saying "no": A candidate must never attempt bluffing the interviewer, or the examiners. He should know that it is always better to say "no" when he does not know the correct answer to a question. He must not beat about the bush. On

the contrary, he must be straightforward and frank in such circumstances. In a courteous and polite manner, he must say, "Sorry sir, I do not know the answer to the question." The candidate is quite familiar with the fact that at present knowledge has become very vast. This fact is also known to the interviewee. That is why they do not really expect a candidate to answer all the questions correctly. Hence, when a candidate (one, two or three) admits ignorance in a plucking, unashamed but not audacious manner, they do not feel either annoyed or disappointed.

The art of taking a cue: It is evident that the tendency to say "no" should not be carried to an extreme. If a candidate does not know most of what he is expected to know and he keeps on saying "no" to eighty per cent of the questions put on him, he cannot be helped. In that case, he is ill-prepared. He should acquire more knowledge and should make better preparations for his interviews. But in other cases where a candidate possesses good idea about the subject-matter and is stuck only on a minor point or fails to remember what he knows on account of the tension the best thing to do is to have confidence in himself and endeavour to search for the "cue" which one member or more of the Interview Board may and do often supply. It is fortunate, in these days, that interviewees are helped a bit by their interviewers. In this way, the interviewees try to discover what a candidate knows. This help should be welcome and the intelligent candidate should utilize the lead given by any of the interviewers.

Why to lead the interviewee: Interviewers or Examiners may often guide a candidate to the correct answer. In a similar way, an intelligent candidate or an interviewee can lead the interviewer to grounds which he considers familiar. In most of the interviews for higher jobs in the Civil or Army Service, the interviewers do like to be led in this manner. They attempt to bring out, not the weak but the strong points of the interviewee. Therefore, the interviewee must be skilful to steer the interviewers to the things and subjects he has good knowledge of. An instance will clear this point. A candidate who has specialised in sociology may be required to speak about the conquest of Sindh by Muhammad Bin Qasim. The good thing for a candidate would be to say as much as he knows about the conquest, but at the same time, he should volunteer that he would be pleased to tell something about the cultural and social results of the conquest. More often than not, this offer would be accepted by the interviewers who would make their subsequent questions, in view of the special knowledge and interest of the candidate.

The use of humour: Sometimes, the interviewers attempt to help the candidate in making a joke or two. They do so in order to make the atmosphere easy. In this manner, they measure the wit and sense of humour that the candidate may have. A candidate must avail opportunity for such occasions. He should laugh with the interviewers to appreciate their joke and also considering the occasion by offering one or two of his own. It may be relevant.

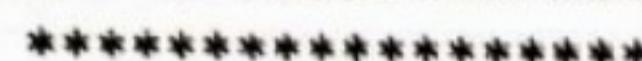
The bane of artificiality: A candidate should not try to be artificial. There can be no better image of one's self than the natural one. The candidate must speak, converse and behave in the way he is used to do. Self-consciousness is the main foe of good performances in interview. Everyone of us suffers from one difficulty or another. No man is perfect, no man can be. Allah has given His men different capacities. Some

are adept at public speaking, some excel in table-talk. Some have good accents while others may not be fortunate in that regard. Some have good language, others have to do with average. It is a good thing for a candidate that he should be aware of his weaknesses and try to ratify these beforehand. But if these are of such nature that they cannot be corrected during the time of preparation, then it is better not to try to hide them, when the interview is in progress. Nothing can be corrected on this stage.

It is preferable to speak in one's own language, however, lacklustre it may be, than in borrowed or memorized high flown language which may open at the seams under the slight unforeseen pressure. Artificiality must be avoided at any cost. It would be often seen that men who are apparently not so "smart" do better in interviews than those who appear ordinarily to be of the "get-set brand". The reason for that is that ostensibly "unsmart" candidates are natural in their communication with others while those of the other type are not. This point can be understood better by referring to our own experience and impression of men we meet. It is in our experience that we promptly like the man who does not put on airs, a simple man who has clear habits, does not look shabby, is not dominating but assertive, clear and brief in his expression, friendly and well-meaning in his behaviour towards others. Above all, he is all sincere and without affectation. On the other hand, as soon as we learn the slightest trace of insincerity and uncalled for artificiality in a man, however, polished and well-informed, we cannot help but feel a bit angry with him and however objective our measurement, it cannot but suffer from a bias, even if unconscious, against him.

The need to be polite: Courtesy is a very valuable thing in interviews. It costs nothing but pays much. However, well-informed, polished and smart one may be one who may end up with a totally negative impression on the minds of others if one even appears to be rude, impolite and discourteous. Even if a candidate has to emphasize his point of view, he must do it in quite a soft way. In such cases, a good interviewee or examinee would choose some expression or phrase polite, yet forceful enough to articulate difference of opinion or information. It is always good to say something like, "I am afraid Sir that the viewpoint put forward is outdated and has been proved to be based on mistaken information or "If you permit me to point out, Sir, while what you say is correct in relation to ideas, it suffers from certain handicaps when viewed in the context of realities....." It is wrong to be abrupt in pointing out the error of the interviewers. The candidate must know that the interviewers may be genuinely mistaken or they may pretend to be ignorant or half-informed in a bid to discover candidate's knowledge. A candidate should never say, "You are wrong Sir" or "That is not correct" or "That is an absolute point of view" or "What you say is unrealistic".

The smiling face: The candidate must endeavour to create an atmosphere of happiness and joy at the time of his interview. This would help him to relax, to avoid being rigid and stiff and bring out the best in him. A smiling face is the surest guarantee to success in all dealings of life. In an interview, one must attempt to produce an impression of happiness, confidence and colourful liveliness.



THINGS THAT MUST DO BEFORE INTERVIEW

Imagine the Interview:

Here the objective is to prepare oneself for the atmosphere that you would face in the interview hall. You have prepared for an interview brilliantly but once you reach the interview venue and you see scores for people already present there it could be nerve racking. But if you imagine this situation a day prior to an interview then it is as if you were expecting this and that's what is happening so there's nothing out of the unusual. You walk in confidently and seeing such a confident person in you some other people might feel uncomfortable.

Dress Appropriately:

Who said looks do not matter, well they do and a lot. No one wants a shabbily dressed person working in the office it just brings bad taste and you could be the one who's never asked for a cup of coffee. Do not wear a t-shirt even; you can wear a stripes office wear shirt and a neat trouser. Your appearance must be of a polished person, donning a professional & conservative look would be really cool.

Sleep Well:

You should take rest a day before the interview. Once you are sure that you have prepared confidently and you have reviewed your curriculum vitae then a good night's sleep can do a world of good for you. If you cannot get a good sleep next morning you will definitely feel lethargic and might have to take aspirin to feel good. A good night's sleep will ensure you are feeling good about everything the next morning and you will have all the energy and confidence to face the interview.

Work on Your Communication Skills:

While content and prior knowledge of the topic shall make sure that you have the material to make a point, communication skills refer to how you make it. Do you put across your views effectively so that others are forced to listen? Or so you merely present them in an unstructured, jumbled type of manner so that some of the other participants struggle to grasp what point you are making? This is where communication skills play a role.

Listening Skills:

Listening skills are crucial. You must appear (and actually be!) attentive to the points that others are making during the course of the Group Discussion. Leaning slightly forwards and nodding your head ever so slightly might be good strategies. This indicates to the evaluators that you are paying attention and are an 'active participant' even while not actually speaking.



DRESS WHEN INTERVIEWING

According to Kim Zoller, 55% of another person's perception of you is based on how you look. Her Dressing for Success Information gives some tips on how to look your best, without necessarily spending a lot of money. Here's a quick look at the basics:

Women's Interview Attire:

- (i) Solid color, conservative suit
- (ii) Moderate shoes
- (iii) Limited Jewellery
- (iv) Neat, professional hairstyle
- (v) Tan or light hosiery
- (vi) Sparse make-up & perfume
- (vii) Manicured nails

Men's Interview Attire:

- (viii) Solid color, conservative suit
- (ix) White long sleeve shirt
- (x) Conservative tie
- (xi) Dark socks, professional shoes
- (xii) Neat, professional hairstyle
- (xiii) Go easy on the aftershave
- (xiv) Neatly trimmed nails

Body Language in Interview:

Try these body language tips during your interview:

Use a firm handshake:

In the mind of most people, weak and limp handshakes equal weak character. Be sure you deliver your handshake with a firm grip while looking them right in the eye.

Watch your posture:

There is a definitive difference between a confident posture and a posture that communicates low self-esteem. The best advice is the same your mother gave you, sit up straight with your feet firmly planted on the floor. Again, slumping equals low self-esteem or even disinterest.

Make eye contact:

Regular, strong eye contact is associated with confidence, honesty and boldness. Making eye contact is vital.

Monitor your vocal delivery:

Experts estimate up to 38% of our communication is conveyed by our voice and vocal qualities, which means you need to pay attention not only to what you say but also how you say it. When we're nervous we tend to speak faster and at a higher pitch, which

robs of our authority. Take a tip from the acting profession and practice speaking slowly and deliberately.

Pay attention to the interviewer's body language:

In today's competitive job market being qualified for the job and having strong references is not enough. You need to convince the interviewer that you'll be a good fit for the forces and its values. You do this by reading the interviewer's body language and responding appropriately. You need to show the proper amount of "social intelligence" and awareness to stand out from the other interviewees competing with you for the job.

Eye contact is one of the most important aspects of dealing with others, especially people we've just met. Maintaining good eye contact shows respect and interest in what they have to say. By doing this, you won't make the other people feel self-conscious, like they've got a bit of vegetable stuck between their teeth or a dew drop hanging from the nose. Instead, it will give them a feeling of comfort and genuine warmth in your company, any more eye contact than this and you can be too intense, any less and you give off a signal that you are lacking interest in them or their conversation.

Head position is a great one to play around with, with yourself and others. When you want to feel confident and self-assured keep your head level both horizontally and vertically. You can also use this straight head position when you want to be authoritative and what you're saying to be taken seriously. Conversely, when you want to be friendly and in the listening, receptive mode, tilt your head just a little to one side or other. You can shift the tilt from left to right at different points in the conversation.

Arms give away the clues as to how open and receptive we are to everyone we meet and interact with, so keep your arms out to the side of your body or behind your back. This shows you are not scared to take on whatever comes your way and you meet things "full frontal". In general terms, the more outgoing you are as a person, the more you tend to use your arms with big movements. The quieter you are the less you move your arms away from your body. So, try to strike a natural balance and keep your arm movements midway.

Legs are the furthest point away from the brain, consequently they're the hardest bits of our bodies to consciously control. They tend move around a lot more than normal when we are nervous, stressed or being deceptive. So, best to keep them as still as possible in most situations, especially at interviews or work meetings. Be careful too in the way you cross your legs.

Mouth movements can give away all sorts of clues. We purse our lips and sometimes twist them to the side when we're thinking. Another occasion we might use this movement is to hold back an angry comment we don't wish to reveal. Nevertheless, it will probably be spotted by other people and although they may not know the comment, they will get a feeling you were not pleased. There are also different types of smiles and each gives off a corresponding feeling to its recipient.

Create A Favourable First Impression in Interview:

The way to create a favourable first impression is to be sure you appear confident and open. When you meet your interviewer for the first time, make eye-contact at the

introduction and repeat the interviewer's name as you shake hands and thank them for inviting you to the interview.

What often follows is the invitation to 'tell them about yourself' which allows you to commence your self-introduction that is so important to your interview success. This is the phase where you develop the report that will carry you through to the positive outcome at the end of the interview.

Because self-introduction is your key to interview success, you must have previously prepared exactly what you are going to say. This is not some lengthy story about your life, but a short focused statement that sounds interesting to the listener.

Strengths and Achievements:

In your self-introduction, you will include some examples of your strengths and achievements which relate directly to the requirements of the job. This must also demonstrate your personal qualities that you apply when you are doing the job because the type of person you are is often far more important than just having the ability to do a job.

The way you outline your self-introduction, in particular the way you speak, tells the interviewer whether you are confident in your abilities so you must rehearse it well, but don't try to be what you are clearly not – you'll only be found out at a later date. Get a friend to listen to your self-introduction with a critical ear, because if it sounds false it will set the alarm bells ringing with the interviewer who will detect that it is not the real you and destroy the rapport you were building up. Practice speaking faster or more slowly, louder or quietly and try to vary it throughout.

When you have prepared your self-introduction, ask yourself this question: 'What does the interviewer need?'

Prepared well, this self-introduction is your key to interview success because it helps to create that all-important first impression, helps you to build the rapport with the interviewer and satisfies the questions about whether you are the sort of person who will fit in to the organization successfully.

Do's and Don'ts of Interview:

Do's:

- (i) When instructed to, you will knock on the door, wait until you are told to "Come In" proceed to the chair in front of the board and be seated.
- (ii) You have to observe officers in the department in which you are testing.
- (iii) Be Positive. When you are relaxed and confident, you will be able to focus more on the questions and your instincts than on being self-conscious. Knowledge breeds confidence.
- (iv) Give the interviewer a firm handshake, even if the interviewer is a woman and you are a man. Nobody likes a limp handshake but by the same token do not take the person's hand off either.

- (v) Eye contact shows your confidence. Do not stare out of the window or fiddle with your pencil. The interviewer is talking to you or you to him. Be attentive.
- (vi) If the interviewer makes a joke, smile to acknowledge that he made one, even if it was not funny.
- (vii) Make sure you have understood the question. If you do not, ask him to clarify it.

Don'ts:

- (viii) Don't chew gum during the interview.
- (ix) Don't discuss personal problems.
- (x) Do not smoke, even if the interviewer does and offers you a cigarette.
- (xi) Don't interrupt when the interviewer is talking.
- (xii) Don't address the interviewer by his/her first name unless invited to do so.
- (xiii) Don't speak or act in a nervous manner.

Don't:

1. Rub the back of your head or neck. Even if you really do just have a cramp in your neck, these gestures make you look disinterested.
2. Rub or touch your nose. This suggests that you're not being completely honest, and it's gross.
3. Sit with your arms folded across your chest. You'll appear unfriendly and disengaged.
4. Cross your legs and idly shake one over the other. It's distracting and shows how uncomfortable you are.
5. Lean your body towards the door. You'll appear ready to make a mad dash for the door.
6. Slouch back in your seat. This will make you appear disinterested and unprepared.
7. Stare back blankly. This is a look people naturally adapt when they are trying to distance themselves.

Do:

8. Sit up straight, and lean slightly forward in your chair. In addition to projecting interest and engagement in the interaction, aligning your body's position to that of the interviewer's shows admiration and agreement.
9. Show your enthusiasm by keeping an interested expression. Nod and make positive gestures in moderation to avoid looking like a bobblehead.
10. Establish a comfortable amount of personal space between you and the interviewer.
11. If you have more than one person interviewing you at once, make sure you briefly address both people with your gaze (without looking like a tennis spectator) and return your attention to the person who has asked you a question.

12. Interruptions can happen. If they do, refrain from staring at your interviewer while they address their immediate business and motion your willingness to leave if they need privacy.
 13. Stand up and smile even if you are on a phone interview. Standing increases your level of alertness and allows you to become more engaged in the conversation.
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SOME TIPS TO GET WELL IN INTERVIEW

Here are some tips that must be followed during the course of interview:

1. Preparing For The Interview:

Before going to the interview, make sure you have accurately completed all of the paperwork. The interviews will be reviewing the information you have listed. It looks better if you type all of the information.

You should review the questions you believe you will be asked as well as your answers to those questions. You want to look your best and sound your best.

2. Physical Fitness:

Physical fitness is very important in military so you must pass the physical agility test to move forward in the selection process. The combination of running, push-up and sit-ups are the best way to prepare for the test.

3. Be In Time:

Arrive there about 15 minutes early. It shows your regard for the interviewer's time. If you have to wait, use the time to go over your notes.

4. Looking You Best:

The most interviewers will expect a man to wear a suit and tie, and a woman to wear a dress or a business suit to the interview. Most of the time, an interviewing panel is prohibited from disqualifying an applicant based on what he or she is wearing. You want to project a professional image. You want to show the panel that you are a confident person.

5. Be Enthusiastic, But Be Sincere:

Be confident in your capabilities and show that you are interested in joining their department.

6. Be Honest:

Honesty and integrity are the main qualities to becoming a police officer. If you do not already possess these qualities, do not bother applying.

7. Don't Cross Your Arms Or Legs:

You have probably already heard you shouldn't cross your arms as it might make you seem defensive or guarded. This goes for your legs too. Keep your arms and legs open.

8. Have Eye Contact, But Don't Stare:

If there are several people you are talking to, give them all some eye contact to create a better connection and see if they are listening. Keeping too much eye-contact might creep people out. Giving no eye-contact might make you seem insecure. If you are

not used to keeping eye-contact it might feel a little hard or scary in the beginning but keep working on it and you'll get used to it.

9. Relax Your Shoulders:

When you feel tense it's easily winds up as tension in your shoulders. They might move up and forward a bit. Try to relax. Try to loosen up by shaking the shoulders a bit and move them back slightly.

10. Lean, But Not Too Much:

If you want to show that you are interested in what someone is saying, lean toward the person talking. If you want to show that you're confident in yourself and relaxed lean back a bit. But don't lean in too much or you might seem needy and desperate for some approval. Or lean back too much or you might seem arrogant and distant.

11. Don't Touch Your Face:

It might make you seem nervous and can be distracting for the listeners or the people in the conversation.

12. Keep You Head Up:

Don't keep your eyes on the ground, it might make you seem insecure and a bit lost. Keep your head up straight and your eyes towards the horizon.

13. Slow Down A Bit:

This goes for many things. Walking slower not only makes you seem more calm and confident, it will also make you feel less stressed. If someone addresses you, don't snap you're neck in their direction, turn it a bit more slowly instead.

14. Don't Fidget:

Try to avoid, phase out or transform fidgety movement and nervous ticks such as shaking your leg or tapping your fingers against the table rapidly. You'll seem nervous and fidgeting can be a distracting when you try to get something across. Declutter your movements if you are all over the place. Try to relax, slow down and focus your movements.

15. Use Your Hands More Confidently:

Instead of fidgeting with your hands and scratching your face use them to communicate what you are trying to say. Use your hands to describe something or to add weight to a point you are trying to make. But don't use them too much or it might become distracting. And don't let your hands flail around, use them with some control.

Positive and Useful Points (In Self-Assessment):

The following points are of utmost importance so far as your self-assessment:

1. Show your skills, potentials and achievements.
2. Co-curricular activities during school or service career.
3. Show your initiative, drive, organising ability, communication ability, energy, sense of responsibilities, skill, resourcefulness, discipline etc. These positive

points will go a long way for a successful candidate. Do not expose your failure and disappointment.

4. Maintain and up-to-date scrap-book, giving the undermentioned details:
 - (a) Name of school/college (where you studied).
 - (b) Examination passed, marks obtained and subjects offered.
 - (c) Educational achievement.
 - (d) Best subject you excelled.
 - (e) Co-curricular activities and prizes etc. you won.
 - (f) Any particular training you received.
 - (g) Extra skill to your credit.
 - (h) Work which you found most satisfying.
 - (i) Any appreciation you received for your performance.
 - (j) Name the Papers/Magazine/Periodicals you read.
 - (k) What is your holding?
 - (l) What is your favourite game?
 - (m) Your leadership qualities like initiative, drive, stamina etc.
 - (n) Whether you get well with your colleagues?
 - (o) Act naturally, by showing artificiality you are creating bad impression in mind of GTO/other candidates.
 - (p) Don't ever feel nervous/awkward. Behave as if you are genius.
 - (q) Remember that you are giving 'Best' of yourself, hence present yourself in a confident fashion (but without boasting).

Dress, Appearance, Behaviour and Etiquettes:

1. Dress of a person is certainly a pointer to his personality. Your dress should be properly fitted and nicely pressed. Hair should be cut. Clothes need not be gaudy and expensive. Your shoes be polished and cleaned.
2. Before entering the interview room just knock at the door. When called-in, greet the interviewing officer. Don't offer your hand for handshake.
3. Don't take seat unless you are asked by the officer and thank him after taking seat.
4. Be natural and set-comfortably and need not be stiff.
5. When asked a question by the Presiding Officer, pause for a while, think out answer and then reply.
6. If you have not understood the question get it clarified.
7. Your speech should be natural (neither loud and not slow). Speak clearly and confidently.
8. Give due respect to interviewing officer. Be polite and clear in your language.
9. Your answers should be brief and to the point.

10. Be careful about your mannerism. Don't fiddle with any part of your body.
11. Don't bluff the Presiding Officer. You should be straight forward and truthful. If you don't know the answer, say, 'sorry sir, I don't know'.
12. If you make false statement or apply 'fluke', you lose your point.
13. Don't get irritated or become arrogant. Give answer politely. Remain cool.
14. Behave nicely and don't be assertive. Don't bear gloomy/serious look, while being interviewed. Always have a smiling face.
15. After interview is finished say thanks and good-bye and then leave the room, keeping the chair in right place.

Aim of an Interview:

Aim of an interview is to create an opportunity for meeting and talking with each-other, on matters of mutual interest. Interviewer and interviewee are real participants in an interview, former asks questions relating to political, social economical, cultural and aesthetical spheres. A successful interview cannot be a one way traffic. It is an occasion for discussion.

Interview does not end with your selection process. It continues throughout your career; whether in official capacity or in your social life. Try to influence others with your strong point.

ISSB Interview:

In ISSB interview, the interviewing officer is either the President or Vice-President of the Inter Services Selection Board. He assesses the personality of the aspiring candidate. He should be abreast of world affairs, in addition to national matters. Interviewer has a certain set pattern which he follows, while interviewing the candidate. They should be thus fully prepared and conduct themselves properly.

Remember, the interviewer is a senior officer and President of the Board. Hence, he expects that the interview must be 'productive'. He has to make a right selection. Hence, no 'bluff'/fluke will yield any trait. A successful interview is based on a series of questions/answers and sense of mutuality between the interviewing officer and the prospective candidate.

During ISSB interview, a candidate must make it a point that he is polite, pleasant to everyone who come in contact, before, during and after interview. The nicer you are the more they all will cooperate with you. You must fit in the group and extend full assistance, when called-upon.

Most Important Questions (Asked By Interviewer):

1. Name of schools/colleges you studied
2. Subjects you studied
3. Your educational achievements
4. Your most favourite/least favourable subjects
5. Reason for choosing particular course of study
6. Training, if any you have undertaken
7. Tell something about yourself

- (a) Your strong points
- (b) Your weakness
- 7. Family background
- 8. What is your hobby?
- 9. Leisure activities
- 10. Name of newspapers/periodicals/magazines etc. you read
- 11. Name of TV programme you like most
- 12. Whether you held any appointment in your school/college time
- 13. What do you feel, if any responsibility devolves upon you?
- 14. What do you enjoy most?
- 15. Your greatest achievement in life
- 16. Whether you worked with computers?
- 17. Whether you displayed any drive and initiative? If so, explain.
- 18. Whether you got ability to adjust and get along well with people of different tastes?
- 19. Whether your present job gives you satisfaction?
- 20. Explain your working experience
- 21. Why do you think you are better than others?
- 22. How do you get on with superior?
- 23. How do you get on with your junior?
- 24. Your failure in any walk of life
- 25. Your happiest day in life
- 26. Your saddest day in life
- 27. Your adventurous day in life
- 28. Your funniest day in life
- 29. The most memorable event in your life
- 30. In matter of money and power; which one of the two you prefer and why?
- 31. Type of people you like to mix-up
- 32. How do you justify that you are a competent person (for the job you applied for)?
- 33. Name of the places of interest you have visited?
- 34. Whether you are ambitious or otherwise?
- 35. Place where you were born?
- 36. Name of machineries, tools, equipments you are familiar with
- 37. Why do you join Defence Forces?
- 38. Describe any events where you showed act of bravery?
- 39. Tell something about your social, cultural, economical and educational status.
- 40. What are your ambition in life?

SUBJECTS FOR INTERVIEW

Usually, the subjects for interview are:

- (i) Indo-Pak History.
- (ii) World History.
- (iii) Geography.
- (iv) Physics.
- (v) Chemistry.
- (vi) General Knowledge.
- (vii) Current Affairs.

Indo-Pak History.

The syllabus of Indo-Pak History include broad outlines of Indo-Pak History, main events leading to the national independence of Pakistan, knowledge of Pakistan's ancient Islamic Culture as displayed by ancient buildings, monuments, masterpieces of culture, promotion of self-government, etc.

World History.

It includes elementary information of main events in the world history, national movements and reforms in the world such as: the Industrial Revolution in Britain, French Revolution, the Foundation of Soviet Russia, American War of Independence, World Wars, the Modern Freedom Movement of Asia, etc.

Geography.

The course of geography includes: shape and movement of the earth; seasons of the year, day and night; climate and weather; volcanoes, earthquakes; ocean currents and tides; human occupations and activities pertaining to geographical factors. Geography of Pakistan with particular reference to the above categories.

Physics.

The subjects of Physics contain:

Physical properties, states of matter and simple measurements of mass, density, gravity and weight; motion of object, acceleration, force, gravity and velocity; effect of heat, transference of heat, change of state, measurement of temperature; rectilinear propagation of light, phenomena of reflection and refraction; properties of a magnet, natural and artificial magnets; electricity...static and current, conductors and non-conductors, magnetic effects of currents, lighting, etc.

Chemistry.

It includes:

Physical and chemical changes, mixture and compounds, elements; chemical composition of water; chemical properties of air; acids, bases and salts, carbon, coal and

carbondioxide; preparation of properties of oxygen, hydrogen and nitrogen, etc.

General Knowledge.

It comprises:

Elementary information about human body and its main organs. Names and advantages of the common animals, birds, trees, plants, flowers and minerals; famous scientists and their inventions.

Current Affairs.

It includes:

Important events which occurred in Pakistan during the last two years; Pakistan's foreign policy; important personalities of Pakistan; world events gaining international importance, famous personalities of the world; foreign sports and other important cultural activities, etc.

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SPECIMEN INTERVIEWS

Specimen Preliminary Interview No. 1

Candidate.

Assalam-o-Alaikum.

Chairman.

Wa Alaikum-us-Salam. Please take your seat.

Candidate.

Thank you, sir.

Chairman.

What are the categories of modern war?

Candidate.

Sir, the categories of the modern war are:

total war, limited war, local war, cold war, etc.

First Member.

Will you please furnish some elaboration on "total war"?

Candidate.

Sir, the total war denotes the carrying on of conflict with all the resources and all the weapons of mass destruction without any limitation to its nature and geography. No distinction is made between the military and civil population. There is seldom any respect for the rights of neutrals, morals or human rights, etc. Such a war, usually, engulfs the entire world and develops into a global war.

Second Member.

Will you please give some detail on "limited war"?

Candidate.

Sir, the limited war is restricted in many ways. It may be limited in its means of objects and location. It represents a war in which weapons of war or destruction are not used against the home front. In this category, there may be restriction on the means of fighting, but locality is not limited.

Third Member. What is "cold war"?

Candidate.

Sir, cold war is mainly a political rather than a military affair. It precedes a formal declaration of war. It refers to a condition of international dispute somewhere between negotiation and war itself. It is, in fact, a dangerous situation where relations among nations have become strained

and the next step in the worsening plight can lead to armed war. The participant nations in the cold war are, indeed, in political and economic conflict except by the exercise of mutual restraint, total war has not ensued. It is with all possible means, short of war conflict except by the exercise of mutual restraint, total war by which a country aims at uprooting the existing balance of power. It makes utmost attempts to weaken the enemy by winning over his possible allies, overthrowing constitutional authority through subversion and infiltration, confusing his beliefs and undermining his economy. The cold war, on account of division of the world in two blocs, following divergent policies, has acquired a worldwide range. Each bloc is seeking to reach, before war becomes inevitable, such a position that it can be won with the minimum period of fighting.

Third Member. Please tell us, also, about "hot war"?

Candidate. Sir, at a time when a country finds it difficult to settle an international dispute, then it starts a conflict to solve that issue which is called "hot war" or a "shooting war".

Chairman. That will do, please.

Candidate. Thank you, sir, *Assalam-o-Alaikum.*

Chairman. *Wa Alaikum-us-Salam.*

Specimen Preliminary Interview No. 2

Interviewee. *Assalam-o-Alaikum.*

Chairman. (and Members of the Board) *Wa Alaikum-us-Salam.*

Chairman. Please take your seat.

Interviewee. Thank you, Sir.

Chairman. Will you please tell us something about the Warsaw Pact?

Interviewee. Sir, this treaty was signed at Warsaw, Poland in May 1955 by Russia, Bulgaria, Czechoslovakia, Hungary, East Germany, Albania, Poland and Rumania. Each country promised to assist the other by all means in case of an attack. This alliance of Communist countries was as a countermeasure against NATO and Western European Union.

First Member. What do you know about Outer Space Treaty?

Interviewee. Sir, the Outer Space Treaty was unanimously approved by the United Nations General Assembly on December 19, 1966. It is the first international treaty governing space exploration.

First Member. What do you know about the Durand Line?

Interviewee. Sir, the Durand Line was drawn by Sir Mortimer Durand in 1893, as

Second Member. an international boundary line between Pakistan and Afghanistan.

Interviewee.

Will you, please, throw some light on Vietcong?

Sir, Vietcong or Viet Cong or National Liberation Front (NLF) is Vietnamese Communists. It was established in South Vietnam in 1960. It claims that it controls most of the country. The aims of this organisation are:

- (i) Withdrawal of American forces from South Vietnam.
- (ii) Free Elections in the whole of Vietnam.
- (iii) Negotiations between South Vietnamese of all political activities without foreign hand.

Third Member. Which game do you play?

Interviewee.

Sir, I play hockey.

Third Member. Why do you prefer to play this game?

Interviewee.

Sir, this game allows chance for all members of a team to play at a time. It also promotes health.

Third Member. How many players can take part in this game?

Interviewee.

Sir, eleven players take part in this game.

Please tell us what positions are taken by the eleven players in hockey?

Sir, in this game, there are five forward players, 3 half-back players, 2 full-back players and a goalkeeper.

That will do.

Interviewee. Thank you, sir, Assalam-o-Alaikum.

Chairman. Wa Alaikum-us-Salam.

Specimen Preliminary Interview No. 3

Interviewee.

Asslam-o-Alaikum.

Chairman and Members of the Board. Wa Alaikum-us-Salam.

Chairman.

Please sit down.

Interviewee.

Thank you, sir.

Chairman.

Mr. Muhammad Jamil (name of the interviewee), please tell us about the origin and significance of the name of "Pakistan".

Interviewee.

Sir, Pakistan, by Allah's grace, achieved existence on August 14, 1947, by way of transfer of power by the British Government to the people of the Sub-continent. The division of the Sub-continent became inevitable in the face of the pressure of the Muslim population to have a country of their own where, it was felt, their religion, culture, mode of life as well as participation in politics,

industry and trade, would be secure.

The differences between the two main principal religious communities of the Sub-continent, the Muslim and the Hindu, had taken clear shape, in the context of the inevitable movement towards the transfer of power, by the time their leaders met the British Government in London at the Round Table Conference, during the early thirties.

The name "Pakistan" was first used by Chaudhry Rahmat Ali, a student, in a pamphlet published in London in the early thirties. The concept of a homeland for Indian Muslims was put forward by Allama Iqbal in his presidential address at the Allahabad session of the All-India Muslim League in 1930. A session of the Muslim League was held in March 1940 at Lahore, where the potentious Resolution demanding a separate "homeland" was passed. The Resolution was moved on March 23, by Maulvi Fazl-ul-Haq and seconded by Ch. Khaliq-uz-Zaman, Nawab Bahadur Yar Jung and one representative from each province. The Resolution was finally adopted at the night session on March 24, 1940.

The ambition of the Muslim nation was realized, seven years later, on August 14, 1947, when the Quaid-e-Azam, Muhammad Ali Jinnah (Allah may show His mercy upon him) became the first Governor-General of the new State of Pakistan.

In the name "Pakistan", the word 'P' stands for the Punjab, 'A' for Afghan (i.e. Pathan, for North-West Frontier Province), 'K' for Kashmir, 'S' for Sindh and 'Tan' for Baluchistan.

Chairman. Please describe Pakistan's central importance in the Muslim world.
Interviewee.

Sir, Pakistan maintains an important position in the world and in the Muslim world in particular. It is connected with the Muslim countries of South-West Asia, which are often linked together under the title of the Middle East countries. They are all rich in oil. The Arab countries of North Africa are situated to further westward. Thus, there is, by Allah's grace, one unbreakable chain of Muslim countries, which have got great agricultural and mineral resources. The Muslim States of Indonesia and Malaysia also lie in line with Pakistan. Thus, Pakistan is unique in many ways. It commands a central importance in the Muslim world.

First Member. Is Islam the cementing factor for Pakistanis?

Interviewee. Yes sir, Islam is the cementing factor for Pakistanis. The ex-President of Pakistan, Field Marshal Muhammad Ayub Khan, while addressing the diamond jubilee session of the Anjuman-e-Himayat-e-Islam at Lahore on March 26, 1967 had said that you should exist your life according to Quran and making them the guiding principles of practical life. Islamic history should also be studied in its true perspective and a leaf should be taken from the events of the past.

The ex-President said that for more than the people of other Muslim countries,

Pakistan needed the Islamic teachings most, because people in other Muslim countries shared the ties of language and race, but in Pakistan Islam was the greatest cementing factor among its people. The only way to serve Islam and to preserve nationalism was to search the right path through the guidance of the Quran.

Second Member.

What is the main source of income of Pakistan?

Interviewee.

Sir, the main source of income of Pakistan is agriculture. The occupation of agriculture in Pakistan stretches as far back as the pre-historic times. Even at present, it meets the main needs of the people's livelihood. It also accounts for the main source of the country's economy. Again, it is the source of raw materials for her principal industries. Approximately 95% of her exports are the products of arable and pastoral farming. More than 60% of Pakistan's income is due to agriculture.

Third Member.

Interviewee.

What do you know about the mineral resources of Pakistan?

Sir, Pakistan though deficient in minerals, but all the same, has been much alive to the importance of minerals in the development of the country. Valuable reports and maps were being published as a result of the Geological Survey of Pakistan. Foreign geological experts' help was also sought for the geological exploration and seeking to tap the mineral wealth of the country. Iron, coal, mineral oil, natural gas, chromite, rock salt, gypsum, limestone, etc. are the minerals which are most vital to the economy of Pakistan.

Chairman.

That is all.

Interviewee.

Thank you, sir, *Assalam-o-Alaikum.*

Chairman and Members of the Board. *Wa Alaikum-us-Salam.*

Specimen Preliminary Interview No. 4

Interview.

Assalam-o-Alaikum.

Chairman and Members of the Board.

Wa Alaikum-us-Salam.

Chairman.

What is the meaning of guerilla warfare?

Interviewee.

Sir, the word guerilla (Spanish) is derived from guerra which means "war". The "guerilla warfare" means "a mode of harassing an enemy by small band." A member of such a band is called "guerilla". "Guerilla warfare," thus is "an irregular war waged independently by small bodies. At present, this term is used to represent a method of conducting war by employing bands living in an area occupied by enemy. Guerilla warfare, unlike regular warfare, which is the concern of the armed forces, is carried on by fighters who may be either private citizens or

regular soldiers cut off from their main force.

Does Islam allow guerilla warfare?

Yes sir, Islam recommends guerilla warfare. It is Islam that has originated this system of war. The Quran in 4:71 reads thus, "O you who believe! take your precautions; then either go forth in separate (guerilla) parties or go forth all together." Guerilla warfare is not new in the history of war. But it is only in modern time that the value of this system of warfare has been fully realised. Guerilla operations have become an essential accompaniment of regular warfare.

First Member.

Can be support of the civilian people make the guerilla warfare successful?

Interviewee.

Yes, sir, the support of the civilian people makes the guerilla warfare successful. There must also be good leadership, a strong will to resist, a willingness to endure great obstacles and favourable terrain.

Second Member.

What are aims of the guerilla warfare?

Sir, the aim of the guerilla warfare is to exhaust the fighting strength of the enemy. The guerillas are sometimes compared to innumerable gnats which by biting a giant both in front and in rear ultimately exhaust him. By inflicting heavy damage on the enemy, guerillas succeed in diverting his attention from the main target. Guerillas undertake their operations to harass the enemy and they make the task of occupation almost impossible for him.

Second Member.

Will you please let us know the main functions of guerillas?

Interviewee.

Sir, the main functions of the guerillas are: to disrupt the lines of communications, to raid isolated enemy installations; to disturb water and electric supply, to make surprise attacks on enemy headquarters, artillery positions, etc; to raid isolated army units for food, clothing, weapons, ammunition, etc; to provide brief information about the various activities of the enemy, etc.

What are the characteristics of guerilla warfare?

Sir, the characteristics of guerilla warfare are: to avoid pitched battle as they admit the superior strength and better supply system of the enemy; to endeavour to obtain local numerical superiority and bring only those objects under their operations which are within their means. They understand that they have to conduct a war of movement. The guerillas, usually, depend on local inhabitants for their food, water, and other minor requirements. They capture arms, ammunitions, explosives and other necessary materials from the enemy. They also get their arms from friendly and sympathetic powers.

Chairman.

Interviewee.

**Third Member,
Interviewee.**

Where do the guerillas keep their bases of operations?

Sir, the bases of the guerillas represent the place from which they conduct their operations and from which they receive orders. They are a sort of headquarters of the guerilla strength. The bases most favourable for the conduct of guerilla warfare are mountains or flat well-covered with jungle or swamp.

**Third Member,
Interviewee.**

Can you, please, describe the tactics of the guerillas?

Sir, being weak in their resources, guerillas always avoid major confrontation with the well-equipped enemy. Their purpose is not to defeat the enemy in battle but only to cause him maximum damage and to harass him in a continuous manner. Thus, the mottos of guerillas are "to hit and run". Speed and surprise are obviously of utmost importance for them. For surprising the enemy, the guerillas must be in a position to have as complete information as possible about the plans of the enemy, his main power and shortcomings, the location of his headquarters, installations and supply dumps so that their own plan can be operated in quite a sound position; to ensure their own plan of action and movement is a guarded secret, to operate upon such a time when the enemy expects them the least; to alter their methods of operation frequently so that the enemy may not get used to them.

Specimen Preliminary Interview No. 5

Chairman.

Good Morning, Mr. Abdullah.

Abdullah.

Good Morning, sir.

Chairman.

That is enough, please.

Interviewee.

Thank you, sir, *Assalam-o-Alaikum.*

Chairman.

Wa Alaikum-us-Salam.

First Member.

What is the benefit of possessing two eyes?

Abdullah.

The two eyes help us in picturing an object from two different angles. And combining the two, we form an idea of its solidarity and correctness.

First Member.

What is the benefit of eyebrows?

Abdullah.

They prevent impurities and sweat from the forehead from pouring into eyes, thus blurring our vision and harming our eyesight.

Second Member.

Is it possible to cure permanent blindness?

Abdullah.

Sir, there is nothing as permanent blindness. It becomes only when it is incurable. However, there is an assertion by Prof. Vysinkey that if Atomic Energy was cultivated in proper way by the ophthalmic surgeons, it would cure every kind

of blindness including blindness by birth. In the recent past, Dr. Sainetz of Germany has experimented in this field in a successful manner. It is said that he has succeeded in curing many a blind patients.

Can eyes be transplanted?

Sir, Russia has taken a lead in this direction. A successful experiment has been made. The damaged eye of a man has been transplanted with the perfect eye of a dead man. A Pakistani doctor has also transplanted the eye of a fish in man.

Mr. Abdullah, what is streptomycin?

Sir, It is a drug found by Dr. S.A. Waksman in 1944 from *Actinomyces* mould, at Rutgers University, New Jersey, America. It is a good medicine for tubercular infection, plague and the large and different group of infections which are caused by Gramnegative bacteria viz., dysentery, typhoid, paratyphoid. Chemical evidence indicates that Streptomycin belongs to the class of substances known as the alkaloids. It possesses only the elements of carbon, hydrogen, nitrogen and oxygen, with the probable empirical formula: $C_{16}H_{19}O_7N_2$. Streptomycin indicates better results than sulphones. It is now also prepared in America by Merck & Co. and in Britain by Boots Pure Drug Company, Glaxo Laboratories, Distillers Company and Heyden Chemical Company. If Streptomycin is not administered in a proper way, it may cause serious ill-effects, as mental derangement, blindness or deafness.

*Fourth Member.
Abdullah.*

Mr. Abdullah let us know if there is any cure for cancer.

An American Doctor, Prof. E.C. Dodds had reported in 1944 that one kind of cancer was curable by administering synthetic sexhormone diethylstibestrol. In the history of mankind, this was the first thing to indicate that one kind of cancer could be controlled.

Thank you, Mr. Abdullah.

Thank you, Good Morning.

* * * * *

*Chairman.
Abdullah.*



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